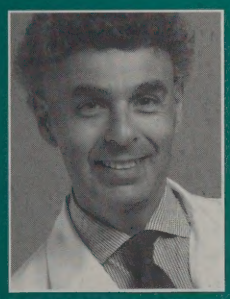
January 9, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Hungry children more likely to have behavioral problems



Ronald Kleinman, MD

Researchers from the MGH, along with collaborators from two Pennsylvania-based anti-hunger organizations, have shown that children who often experience hunger are more likely to exhibit such behavioral problems as aggression, irritability and anxiety.

The team studied more than 300 low-income families in the Pittsburgh area, asking parents a variety of questions regarding whether they ever had been unable to provide sufficient food for their families during the preceding year. They also administered a standard questionnaire designed to identify a variety of behavioral problems.

In the January issue of *Pediatrics*, the researchers reported that children classified as hungry were seven times as likely to have behavioral problems as children who were not classified as hungry. In addition, 25 percent of the hungry children had repeated a school grade, compared with only 12 percent of those not hungry. MGH authors of the report include lead author Ronald Kleinman, MD, unit chief of Pediatric Gastroenterology and Nutrition; Michael Jellinek, MD, unit chief of Child and Adolescent Psychiatry; and Michael Murphy, EdD; Michelle Little, and Maria Pagano, EdM, of Child and Adolescent Psychiatry.

Spaulding on the cutting edge

Spaulding Rehabilitation Hospital and two-time Olympic medalist Nancy Kerrigan have announced the establishment of the Spaulding Rehabilitation Nancy Kerrigan Performance Program. Scheduled to begin service in March, the educational program will help athletes, actors, musicians, dancers, busines executives and others to improve their levels of performance.

A staff of six Spaulding physicians and psychologists — all experienced in performance enhancement practice — will help their clients achieve goals by using such techniques as exercise, biofeedback, stress reduction, visualization/imagery, hypnosis, videotape analysis and alternative and complementary medicine.

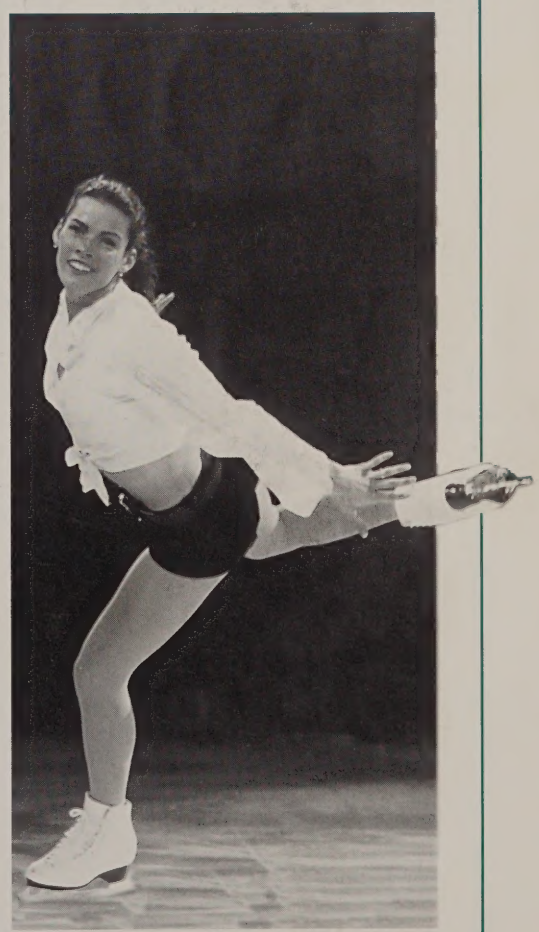
Clifford Askinazi, MD, chief of Psychiatry at Spaulding and clinical associate, MGH Psychiatry, is the director of the new initiative. He says that the program is distinctive in that it emphasizes a team approach. Each client will meet with three or four clinicians who will work together to develop an individualized plan. "The route for individual clients," he says, "will depend on what, specifically, is blocking their peak performance."

Scheduled to begin service in March, the educational program will help athletes, actors, musicians, dancers, business-persons and others to improve their levels of performance.

The program also will focus on those who experience performance or presentation distress — with symptoms such as trembling, perspiration and intense anxiety. Although these individuals usually have no medical or psychiatric illness, performance anxiety can keep them from achieving the kind of success that their skills, talents and education should make possible.

Kerrigan and Jerry Solomon, her agent and husband, will serve as advisers on the

(Continued on Page 4)



The Herscots: Working to eliminate a devastating disease

It wasn't until their son Brad was 3 years old that Jim and Carol Herscot finally got some answers about what was wrong with him. After visits to several hospitals and many doctors who all were stumped by the boy's symptoms, the Herscots came to the MGH, where their son was diagnosed with tuberous sclerosis complex (TSC). It would be years longer, however, before the Herscot family understood just what this diagnosis meant to their family.

Although not as well known, TSC is as common as some better know genetic diseases, including hemophilia and Duchenne muscular dystrophy. The disease, which affects about 1 in 6,000 children, is characterized by tumor growths throughout the body that, when they affect the brain, can cause mental and developmental disorders. TSC can cause seizures, autism, mental retardation and other problems. It is a devastating disease that also places tremendous burdens — financial, social and emotional — on families.

Brad Herscot, who now is 32, is a patient of James Dineen, MD, of the MGH Department of Medicine. "Brad is a true hero," Dineen says. "He works very hard, using his abilities to make the best life he can. If everyone worked this hard, the world would be a better place."

Researchers believe a third of TSC cases are passed from parents to children. When a parent has TSC, each child has a 50 percent risk of inheriting the gene. But in two-thirds of the cases, such as Brad's, the disease is caused by a spontaneous gene mutation in a child with no affected parent.

Today the Herscots work to help other families faced with the diagnosis of TSC. They are involved in efforts to disseminate information about the disease, foster a support network and contribute to research into the causes, treatments and prevention of TSC. Over the last several years, they have donated more than $200,000 to TSC research at the MGH. The Herscots also gave $150,000 to the MGH rebuilding campaign in the 1980s.

Katherine Sims, MD, of the MGH Neurology Department, who also directs the Developmental Neurogenetics Clinic and the Neurogenetics DNA Diagnostic Lab, says that the thrust of TSC research at the MGH has changed dramatically in recent years. Two TSC-associated genes, TSC 1 and TSC 2, have been localized and identified in the past few years, allowing scientists to begin to study the biology of this disorder. Already, it is possible to do clinical DNA testing using molecular genetic data from families. Sims says she hopes that through continuing molecular genetic research, better therapies and disease prevention will be developed. She adds that donations such as the Herscots' are fundamental to the progress of TSC research. "These contributions nurture important basic research and the translation of that research to clinical practice," she says.

"It is our dream that someday this devastating disease will disappear from society."

Carol Herscot says she is grateful for the care her son has received at the MGH and says that her family hopes that future advances will help to cure and prevent TSC. She adds, "It is our dream that someday this devastating disease will disappear from society."

MGH athletes to run for rehab

Five employees of Partners-affiliated institutions have formed a 1998 Boston Marathon training and fund-raising team to benefit Spaulding Rehabilitation Hospital. MGH employees Luca Bigatello, MD, from Anesthesia; Nicole Graber, from Pediatric Research; Laura Ponce Mendoza, from Social Services; and Robert Jordan, from Purchasing, have teamed up with Spaulding's director of the Pain Program Suzanne LaCross, PhD.

The five athletes each have committed to raising at least $1,500 in sponsorships to benefit rehabilitation research and pain management efforts at Spaulding. In exchange for funds raised, each runner receives an official Boston Marathon entry number. Spaulding was granted these official entries by a Marathon sponsor to use as a fund-raising opportunity.

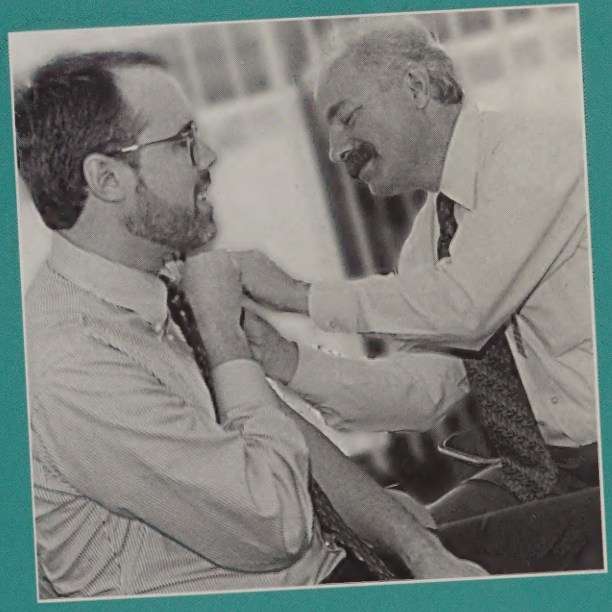
"With the demand for official Marathon entries as great as it is, I expected that there would be some interest from the Partners organizations to help raise funds for Spaulding in exchange for an official number," says Erin Casey, development manager at Spaulding. "What I didn't know was how enthusiastic these runners would be about training and fundraising. This team meets every Saturday to run, share their sponsorship strategies and lend each other support."

For those interested in sponsoring the runners or joining the team for training purposes, call Erin Casey at 720-6896. ●

From left, Nicole Graber, Luca Bigatello, MD, Harold Rosenblatt, MD, of Spaulding's Outpatient Department, who spearheaded the Run for Rehab initiative, Robert Jordan and MGH/Partners Running Club leader Skip Rose. In front is Rosenblatt's canine companion Kascha.

Just a little pinch ...

Alan Jenest, MD, of MGH Downtown, makes a "house call" to a local Fidelity Investments office to give flu shots to its employees, including Tom Connors (left). As part of a corporate flu shot program sponsored by the MGH Primary Care practices, physicians from MGH Beacon Hill and MGH Downtown visited local Fidelity work sites to help employees there combat the flu. According to Gregory Pauly, administrative director of MGH Primary Care, the program is part of the practices' ongoing efforts to keep the community healthy and to attract future patients to Partners Community HealthCare, Inc. physicians. He explains that the program also offered coupons that allowed Fidelity employees and their families who could not attend one of the scheduled on-site flu shot times to receive shots at sites throughout PCHI, including MGH and BWH. With the help of the MGH Executive Registry, which makes connections between its clients and clinicians and health care centers throughout the world, MGH Primary Care arranged more than 700 flu shots at 13 Fidelity sites locally as well as in New Hampshire, New York and Texas.



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MGH HOTLINE

WHAT'S HAPPENING

Plan now for Vacation Camp '98

Once again the MGH Children's Center will offer vacation camps during the February and April school vacation weeks. Activities tentatively planned include a soccer clinic, movies, swimming at the Charlestown YMCA and a "science at sea" trip offered by the New England Aquarium. Spaces are limited and will be filled on a first-come, first-served basis. For more information, contact the Children's Center at 6-KIDS (6-5437).

Treadwell Library Internet and OVID classes

The Treadwell Library will offer introductory Internet classes Jan. 14 and 29 at 10 am. OVID MGH classes for searching Medline and other biomedical databases will be held Jan. 13, 22 and 28 at 11 am. A Web/OVID class will meet Jan. 23 at 10 am. All classes will take place in the Treadwell Library conference room. To reserve a space in any of the classes, call the library at 6-8600.

Gynecologic cancer symposium

The Gillette Centers for Women's Cancers will sponsor a half-day symposium, entitled "Screening, Early Diagnosis and Prevention of Gynecologic Cancers," Jan. 31, beginning at 8:30 am, in the O'Keeffe Auditorium on Blake 1. Several physicians from MGH Gynecologic Oncology, including Arlan Fuller, MD, division chief, Najmosama Nikrui-Tarpinian, MD, and Annekathryn Goodman, MD, will give presentations. All are welcome to attend. For information call 4-5242.

'97 United Way campaign continues

Although the '97 MGH United Way pledge boxes have been removed from their locations throughout the hospital, direct contributions are still welcome and appreciated. Donations may be sent to Jim LaMarche, Fiscal Affairs, Bulfinch 380.

Employee Assistance Program Work/Life seminar series

Although summer seems a long way off, many parents are beginning to make arrangements for the summer — filling out summer camp applications, planning vacations and puzzling over what to do about child care. To assist MGHers with summer options for their children, the Employee Assistance Program (EAP) will offer a panel presentation, entitled "When School is Out," Jan. 15, from noon to 1 pm, in the Wellman Conference Room. The presentation, which initiates the EAP's winter and spring Work/Life seminar series, will be repeated at BWH, Jan. 29, from noon to 1 pm, in the Carrie M. Hall Conference Room.

Upcoming seminars

The following Work/Life seminars all will take place in the Wellman Conference Room from noon to 1 pm: "Child Care Options for Your Infant and Preschooler" Feb. 19; "Stress Fair" March 12; "Protecting Your Credit" April 19; "How to Save Money in the 90s" May 14; "Elder Care — Who Will Care for Mom and Dad?" June 11.

For more information , call the EAP at 6-6976.

Commemorating Martin Luther King Jr.

As Martin Luther King Jr.'s birthday approaches, Partners, in collaboration with the Association of Multicultural Members of Partners (AMMP) and the MGH Chaplaincy, will offer an opportunity for MGHers to reflect on King's life and teachings. The event will take place Jan. 15, at 8 am, in the MGH Chapel. A continental breakfast from 8 to 9 am will precede special presentations given by the Rev. Ana Ruth Higbee-Barzola and the Rev. Felix Ojimba of the MGH Chaplaincy, and Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services.

Vascular nursing

The third annual MGH Vascular Nursing Conference, "Beyond 2000," will take place March 6, from 8 am to 4 pm, and March 7, from 8 am to 3 pm, at the Dedham Hilton. Topics will focus on innovations in vascular patient care and wound care. Partners employees may attend the conference at reduced rates: day 1, $50; day 2, $75; and both days, $100. Contact hours are pending. To register call Ginger Capasso, RN, at 6-3836.

IN GENERAL

Marianne Ditomassi, RN, MSN, recently was named the new director of the Center for Clinical and Professional Development (CCPD). Interim director of the center since last February, Ditomassi will oversee nursing education, the nursing research program, the development of the professional practice model and the international visitor program. She had served as executive assistant to the senior vice president for Patient Care Services and staff specialist for Orthopædic and Neuroscience Nursing Services.

Megan Sykes, MD, of the MGH Bone Marrow Transplantation section of the Transplantation Biology Research Center, recently accepted the NIH invitation to serve as a member of the Immunobiology Study Section, Center for Scientific Review. During her term, which runs through June, Sykes will review grant applications submitted to the NIH, make recommendations on these applications to the appropriate NIH national advisory council or board, and survey the status of research.

Spaulding's cutting edge

(Continued from Page 1)

performance enhancement issues of professional athletes. Part of the program's proceeds will be donated to The Children's Trust Fund for the education of New England-area child abuse victims.

Kerrigan will be the guest of honor at a formal initiation event this spring. For more information about the new program, call Askinazi at 720-6400, ext. 6300. ●

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

January 16, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Edna Gavin

Tracey Hubbard

Two MGHers to receive 1998 Black Achievers Award from the YMCA

In celebration of Black History month in February, the YMCA will present two MGHers with the 1998 YMCA Black Achievers Award. Edna Gavin, from the MGH Burn Center, and Tracey Hubbard, from the Massachusetts General Physicians Organization (MGPO) Billing Office, will attend a recognition dinner at the Boston Marriott Hotel Copley Place Jan. 22 to receive this prestigious award.

In its 22nd year, the YMCA Black Achiever's program seeks to recognize African-American professionals for their career accomplishments and willingness to be mentors to youth.

Recipients of the award are chosen on the basis of their record of achievement, potential for further advancement and willingness to commit themselves to 40 hours of voluntary community service on behalf of young people.

According to the official nomination form submitted to the YMCA, Gavin has a long history of providing compassionate care to critical care patients in the Burn Center. She is a 28-year veteran of MGH and consistently receives praise for the quality of care she provides to patients and their families as a patient care associate for Nursing. Gavin also serves in several capacities within her local church, where she holds leadership positions.

Because of Hubbard's performance in the Billing Office of the MGPO, she recently was promoted to fiscal liaison and is responsible for the billing needs of the MGH Gastroenterology Associates. Her supervisor, James Akimchuk, explained in his nomination form that she is an excellent team player in serving the physicians. She sets an example for others in her personal life by volunteering in a homeless shelter.

Also chosen to receive 1998 awards are Partners employees Machell Mikell, Partners Information Systems Group; Joseph Pamphile, Partners Accounts Payable; Diana Dawes Perkings, BWH Physician Group; and Roy Moore, BWH Pharmacy Department.

Harry E. Rubash, MD

Rubash to join MGH as Orthopædics chief

In early February, Harry E. Rubash, MD, will become the new chief of Orthopædics at the MGH. Since 1985, Rubash has served as clinical vice chairman of the department of Orthopedic Surgery and chief of the Adult Reconstructive Service at the University of Pittsburgh Medical Center, where he also served as a professor of Orthopedic Surgery.

"My goal is to build upon the numerous strengths of the current program and expand the clinical activities to enhance the research and educational programs."
— Harry E. Rubash, MD

He will succeed Henry Mankin, MD, who served as MGH chief of Orthopædics from 1972 to 1996. "Dr. Rubash's work is outstanding," says Mankin. "In the selection process, we felt that he was a very competent individual who would move things forward

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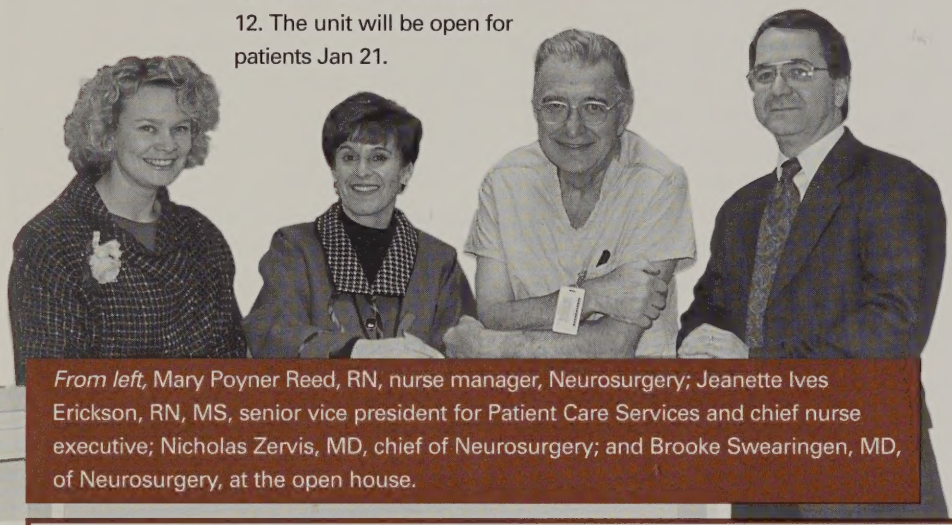
ICU open house

Open house for the new ICU unit for Neuroscience was held Jan. 14 on Blake 12. The unit will be open for patients Jan 21.



From left, Mary Poyner Reed, RN, nurse manager, Neurosurgery; Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse executive; Nicholas Zervis, MD, chief of Neurosurgery; and Brooke Swearingen, MD, of Neurosurgery, at the open house.

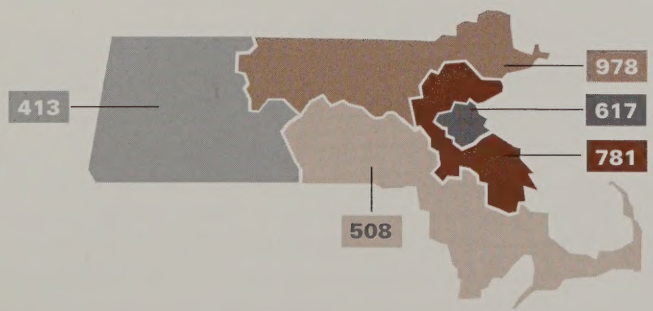
I'm sorry, that number has been changed

Beginning midnight Jan. 31, Bell Atlantic will require the use of new area codes in most of eastern Massachusetts. The following Partners locations will change from the 617 to the 781 area code: Lexington, Malden, Needham, Revere, Wellesley and Whitman. Offices currently in the 508 area that will switch to the 978 area code include Danvers and Salem.

Revere HealthCare Center — an MGH site — is now in 781.

Bell Atlantic urges all residents and businesses to reprogram speed dialers, computer software, fax machines, medical and security alarms, modems and other equipment to dial the new Massachusetts area codes.

Until Feb. 1, callers may dial using either the new or old area codes. Through May 1, a recording will offer assistance to those using the incorrect area codes.



— Rubash new Orthopæ

(Continued from Page 1)

academically." As a fellow native of Pittsburgh, Mankin has known Rubash for years. Rubash also succeeds William Tomford, MD, who has been acting chief of the department for the past 18 months. "We are glad to have Dr. Rubash join our department," says Tomford. "He will be an outstanding addition, and we look forward to working with him."

According to Rubash, the challenge of this new position is to take the world-class Orthopædics Department at the MGH to the next level. "My goal is to build upon the numerous strengths of the current program and expand the clinical activities to enhance the research and educational programs," says Rubash.

Rubash is no stranger to the MGH family. In 1984, he served as a fellow at the MGH under William Harris, MD, chief of the Hip and Implant Service. "I knew then that Ha had enormous potential," Harris says. "He was energetic, smart, innovative and productive. It was quite clear that he would be a major player."

During his tenure in Pittsburgh, Rubash worked with a former MGH resident who recently came back to the Boston area as well. James Herndon, MD, MBA, the new Partners chief of Orthopedics, is very familiar with Rubash's expertise, having worked with him for 10 years at the University of Pittsburgh. "Dr. Rubash is a superb clinician and clinical investigator who will carry on the strong MGH tradition of adult reconstructive surgery expertise," says Herndon.

Rubash will work closely with Herndon and Thomas Thornhill, MD, chairman of BWH's Orthopedics Department. According to Herndon, the group will work with the faculty in re-organizing the department as an "orthopedics community" of academic practitioners. They will re-evaluate the current clinical services, as well as the teaching and research programs, at all of the Partners institutions in reaction to the managed care marketplace environment.

Rubash says he hopes to develop an even stronger association between the MGH

lics chief

Orthopædic Department and the Rheumatology Division of the Department of Medicine. "This stronger relationship will better refine the diagnosis and treatment of patients who have muscular-skeletal disorders," says Rubash.

Rubash's specialties include a clinical interest in adult reconstructive surgery for hips and knees and a research interest in understanding, treating and preventing implant failure. As part of his research, Rubash has engineered a national, multi-center study to be implemented at MGH that will focus on the drug alendronate, a potent inhibitor of the immune cells called macrophages, and its effects on implant loosening and bone loss. The study, sponsored by Merck, Inc., will take approximately three years and may help develop methods to arrest bone loss associated with implant failure. ●

pson to leave Spaulding

Manuel J. Lipson, MD, announced this week that he will step down from his role as president and chief of the physician staff of Spaulding Rehabilitation Hospital Jan. 31. In a memo to Spaulding employees and staff, Lipson said he has had the privilege of leading the institution through many significant advances. "I have spent 23 wonderful years at Spaulding," he wrote. "We have a superior management team and an outstanding clinical and support staff."

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, says: "Under Dr. Lipson's leadership, Spaulding has grown into one of the most widely respected rehabilitation hospitals in the nation. On behalf of Partners, I thank him for his service, dedication and tenacity, which have helped to make Spaulding so successful."

Lipson will close out his work at Spaulding by March 31. Thereafter, he will serve as the senior director for Regulatory and Revenue Studies at the MGH, working with James J. Mongan, MD, MGH president. Lipson will continue to provide clinical care at Spaulding in Cardiology and Internal Medicine. ●

Domestic partner coverage to be available

Beginning Feb. 1, the MGH will extend benefits eligibility to include same-sex domestic partners of employees and/or their eligible dependent children.

Sandy McLaughlin, LICSW, of the MGH Social Service and chair of the MGH Gay, Lesbian and Bisexual Alliance (GLBA), says that obtaining same-sex domestic partner coverage has been one of the primary goals of the GLBA since it began 3½ years ago. She says the program would not have been possible without the help and support of the MGPO and many individuals throughout Partners, including the members of the GLBA at the BWH.

"By implementing these benefits, the MGH is embracing diversity and recognizing the unique contributions that each of its staff make. The coverage is important in both retaining and attracting qualified staff."

— Sandy McLaughlin, LICSW

"By implementing these benefits," McLaughlin states, "the MGH is embracing diversity and recognizing the unique contributions that each of its staff make. The coverage is important in both retaining and attracting qualified staff."

According to George Kaye, Partners corporate director of Learning and Diversity, Partners is extending this benefit to meet the critical needs of its workforce in a fair and equitable manner. The coverage also allows Partners to remain competitive in today's marketplace, which includes many employers who have expanded benefits to include same-sex partners.

MGH benefit plans — including medical, dental, group-term life insurance and vision plans — may be elected to cover same-sex domestic partners and dependent children. Enrollment and cost of the coverage are basically the same as those covering a married spouse; however, the IRS requires that payroll deductions be made on an after-tax basis. The value of coverage may also be taxable. While the MGH does not require employees to complete an affidavit of domestic partnership, it does require that employees meet all the criteria for domestic partner coverage. The enrollment period is from Feb. 1 to March 31, and benefits become effective the payroll period following receipt of an accurately completed enrollment form.

For more information, contact Kathy Herman via e-mail or in the Benefits Office at 6-8133. ●

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MGH HOTLINE

WHAT'S HAPPENING

Parking deductions

Employees who park at an MGH lot or garage and have regular weekly parking deductions taken from their paychecks, will not be charged the week of Jan. 22. Because there were 53 pay periods in 1997 instead of 52, the Parking Department will not make deductions for one week this month. Employees who are paid monthly or who park at the BWH, Barretts or the Prudential lots will not be affected. Questions may be directed to Michael Neville of the Parking Department at 6-7512.

Scientific Advisory Committee Meeting

The poster session for the XXII MGH Research Symposium and Scientific Advisory Committee meeting will be held Feb. 4, 11:30 am to 2 pm, in the Wellman Conference Room. MGH researchers will give oral presentations from 2 to 3 pm in the O'Keeffe Auditorium. The keynote speaker, Jurgen Drews, MD, president of Global Research and member of the Scientific Advisory Committee, will lecture from 4 to 5 pm, in the O'Keeffe Auditorium. Lunch will be provided and expanded shuttle service will be available throughout the session.

The Scientific Advisory Committee meeting, focusing on MGH research in xenotransplantation and human genetics, will take place Feb. 5, 8:30 am to 5 pm, in the Wellman Conference Room.

All are invited to attend both the poster session and meeting. For information call Toni Donarumo at 6-1708.

Gynecologic cancers seminar

The Gillette Centers for Women's Cancers of Dana-Farber/Partners CancerCare will sponsor a seminar for care providers entitled "Gynecologic Cancers: Screening, Early Diagnosis and Prevention," Jan. 31, from 8:30 am to noon, in the O'Keeffe Auditorium. Lectures and discussions will focus on the methods used in the early detection and prevention of vulvar, ovarian, endometrial and cervical cancers. The fee is $25. To register contact Donna Walthall at 632-5856 or via e-mail at *donna_walthall@dfci.harvard.edu.*

GLBA meeting

The Gay, Lesbian and Bisexual Alliance (GLBA) of the MGH will hold a general meeting for employees Jan. 21, at 5:15 pm, in Burr Conference Room 3, Bartlett Hall Extension, third floor. For more information call 6-5687.

MGH Aerobics Program

The MGH Aerobics Program, located in the Ruth Sleeper Hall basement, offers the following weekly exercise classes for employees: Hi/Lo Aerobics, Mondays and Wednesdays, 5:15 to 6:30 pm; and Tuesdays, Thursdays and Fridays, noon to 12:50 pm; Step Aerobics, Tuesdays and Thursdays, 5:15 to 6:30 pm and Wednesdays, noon to 12:50 pm; and Toning, Mondays, noon to 12:50 pm.

The class fee is $4 and may be paid on a class-by-class basis. No registration is required. For information call Rebecca Carney at 6-6990 or Adele Floyd at 4-7912.

Videoconference on pulmonary rehabilitation

A multi-site televised lecture, entitled "Reaching New Levels in Pulmonary Rehabilitation," will be broadcast from Spaulding Rehabilitation Hospital, Conference Rooms A and B, floor 8, to tele-videoconference sites across the Partners network, including the first floor conference room, at MGH's Lawrence House. The program takes place Jan. 22, 11:45 am to 1 pm. Robert Hillberg, MD, medical director of the Pulmonary Rehabilitation Program is the speaker. Contact and credit hours are available. For information on the other participating sites or to make reservations (necessary for the Spaulding site only), call 720-6516.

MGH and MIT collaborations in clinical research

The Mallinckrodt General Clinical Research Centers at the MGH and MIT will present a discussion on clinical research at the two centers and the benefits of collaboration between the two institutions. The meeting, open to clinical investigators, will be held Jan. 27, 2 to 3 pm, at MIT, east campus (near the Red Line/Kendall Square T stop), 31 Ames St., Building 68, Room 181. No registration is necessary. For more information call 6-6886.

Science fair judges needed

The MGH/Timilty Partnership seeks volunteers to judge the annual Timilty Science Fair at the James P. Timilty Middle School in Roxbury. Semi-final judging for the eighth, seventh and sixth grades will occur respectively on Feb. 9, 10 and 11, from 9 to 11 am. Final judging will take place Feb. 12, 9 to 11 am. Round trip transportation from MGH will be provided. For more information, contact the MGH/Timilty Partnership at 4-3210.

PERKS

Employees can receive 10 percent discounts on tickets for Boston Symphony Orchestra performances Feb. 5 (prices range from $23 to $68) and Feb. 13 (prices range from $25 to $71). Both concerts begin at 8 pm. To purchase tickets call Symphony-Charge at 266-1200 or (800) 274-8400. Employees must say they work for Partners or MGH. Tickets can be mailed, held at the box office (employees are required to show their picture IDs) or purchased at the box office from 10 am to 6 pm, Monday through Saturday.

Tickets for "Hercules on Ice" at the Fleet Center Feb. 21, at 3:30 pm, are available free of service charge for $22.50. Order tickets at the Warren Library or the CNY Security Desk until Feb. 13, or until sold out.

For all PERKS info call 4-DISC (3472).

Cellular service

Cellular One on White 14 has expanded its service, giving all employees the opportunity to obtain cellular service at the MGH. For information, contact Kathleen Kennelly, Monday through Friday, 8:30 am to 3 pm at 6-9184 or visit her office, White 1425. Inquiries also may be directed to account representative Heidi Anderson at 640-5401.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

January 26, 1998

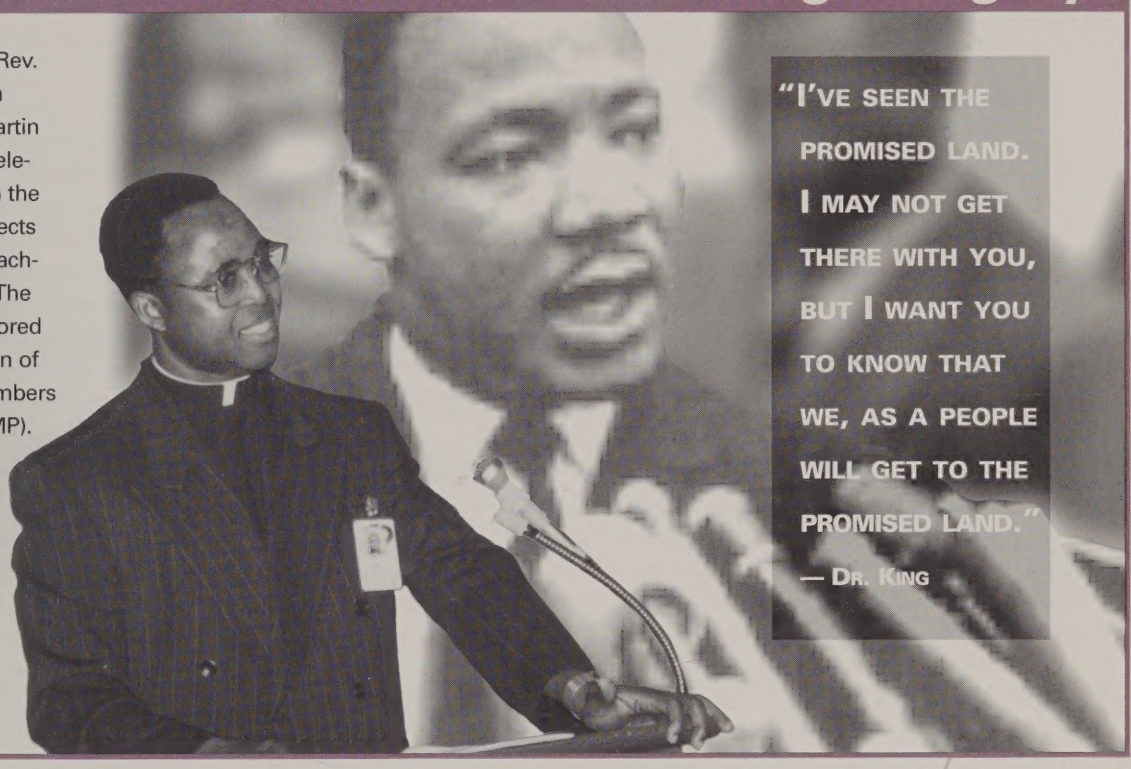
MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH celebrates the Martin Luther King Jr. legacy

MGH Chaplain Rev. Felix C. Ojimba, a speaker at the Martin Luther King Jr. Celebration Jan. 15 in the MGH chapel, reflects on the life and teachings of Dr. King. The event was sponsored by the Association of Multicultural Members of Partners (AMMP).

Photo of Rev. Ojimba courtesy of Goss Photography


"I'VE SEEN THE PROMISED LAND. I MAY NOT GET THERE WITH YOU, BUT I WANT YOU TO KNOW THAT WE, AS A PEOPLE WILL GET TO THE PROMISED LAND."
— DR. KING

New order entry technology comes to the MGH

With advances in technology paving the way to more efficient, patient-focused health care, MGH will soon be one of a handful of hospitals in the country to use a new computer system to improve the way patient orders are submitted and directed by providers. The program, known as the Provider Order Entry system, will improve the clarity and consistency of patient orders, as well as help prevent errors and assist in clinical decision-making.

A two-week pilot program will be launched Feb. 3 on Ellison 20. Physicians will use the system to enter any orders that typically would have been written on the "doctor's order sheet" in the patient record. Other members of health care teams — including nursing staff, case managers, technicians and operations associates — will use the system to view and transcribe orders, as well as check patient conditions.

The system provides a range of interactive prompts that are displayed to give overdose warnings, allergy reactions, signals of duplicate orders and drug substitution recommendations, among others.

One of the goals of the system is to save time by decreasing the re-writing of orders. Orders automatically are printed in the Pharmacy when signed by the physician.

"The focus of the Provider Order Entry system is to provide quality care," says John Levinson, MD, PhD, of the MGH Cardiology Department and chair of the Provider Order Entry advisory board.

"In our current managed care environment, cost containment is also crucial. As a provider community, it is important to give high-quality, coordinated care at a decreased cost. This system will help physicians and the entire health care team achieve this." Once the system is functioning, it can be adapted to complement future Operations

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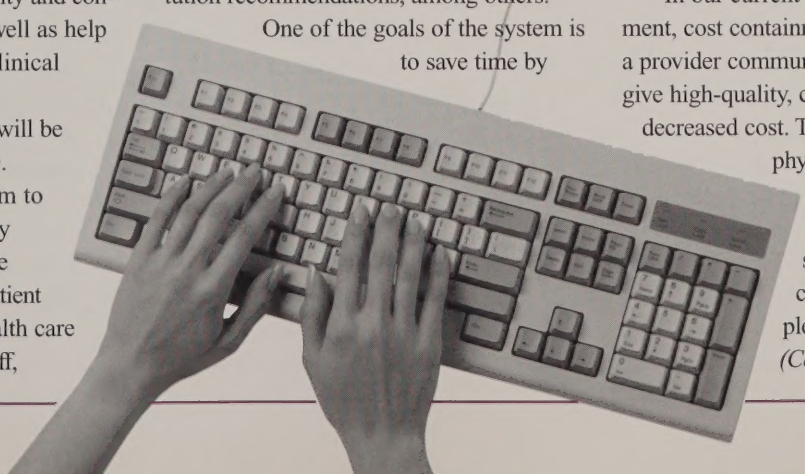
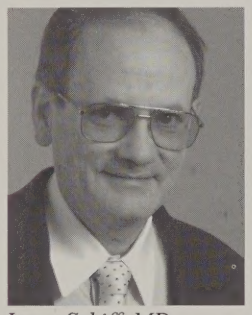


ADVANCES

Bible story may include first report of anorexia

The biblical story of Hannah, the mother of the prophet Samuel, may describe the first documented case of anorexia nervosa and its associated infertility. In an article in the January issue of *Fertility and Sterility,* Isaac Schiff, MD, chief of the Vincent Memorial Obstetrics and Gynecology Service at the MGH, recounts the story of Hannah, one of two wives of Elkanah. The other wife, Penninah, had several children and constantly tormented Hannah because of her childlessness. Even when her husband reassured her that he loved her best, Hannah continued to "weep and not eat."



Isaac Schiff, MD

During an annual visit to the temple in Shiloh, Hannah approached the temple in tears, praying for a son and promising to dedicate him to God's service. The High Priest Eli, learning of her great sorrow, reassured her and wished her well. Hannah "ate and was downcast no longer," and within a few months, she conceived the son she had prayed for.

"While Hannah apparently had trouble conceiving even before she became so depressed, the many times that the biblical writer mentions that she did not eat suggests that it was a remarkable problem," Schiff says. "Since we now know that extreme weight loss causes infertility, it is logical to conclude that anorexia either caused or contributed to Hannah's inability to conceive."

Schiff co-wrote the article, entitled "The biblical diagnostician and the anorexic bride," with his brother, Morty Schiff, a professor of Creative Writing at the College of Staten Island of the City University of New York.

Sullivan named director of Physical Therapy

Michael Sullivan, PT, MBA, has been named the new director of MGH Physical Therapy Services. The promotion, which was announced Jan. 13 to the Physical Therapy staff and to the Patient Care Services Executive Committee, is immediately effective. Sullivan, who worked as the department's assistant director since 1980, has been serving as the interim director since July.

In addition to directing the day-to-day operations of the department, which includes both inpatient and outpatient services, Sullivan's new role focuses on strategic planning, looking at long-term clinical needs and how the department can meet the demands of a rapidly changing system of care delivery.

He says, "Whether it pertains to the care of an inpatient or a patient at one of our ambulatory sites, our guiding principle will be to align our clinical practice with health care system requirements, providing services that will produce high quality clinical outcomes in a cost effective manner." ●

—Provider technology

(Continued from Page 1)

Improvement initiatives.

According to Levinson, the system will dramatically increase access to a patient's chart while maintaining patient confidentiality. "It can be frustrating for providers who need to make adjustments to a patient's chart to find the chart being used by another member of the health care team somewhere else," he says. Providers, including nurses and residents, will be assigned log-in codes and will have convenient access to computer terminals.

A similar system for electronic order entry has been used successfully at BWH for almost five years. The new MGH system has been built by modifying the BWH model to fit into the MGH patient care system and re-writing the program using new technology in a Microsoft Windows environment. Many MGH clinical experts have worked with the Partners Information Systems Department to develop the MGH version of the order entry technology.

"We are anxious to see this system integrated into the continuum of care at the MGH," says Cynthia Spurr, RN, of Partners Information Systems. "The needs probably will be different from those at BWH. We will remain open to those needs and adjust accordingly."

Once modifications are completed based on feedback from the pilot, the system is scheduled to begin implementation by service group, starting with the Department of Medicine, in the summer of 1998.

"This system really is a cornerstone for improving care from all angles — quality, cost and ease," says Levinson. "To achieve such improvement, however, we need the physicians' help. We are committed to working with the physicians and the health care teams to make this system work for everyone. Feedback from the users will be paramount to improving the system."

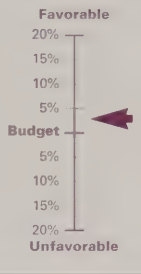
For more information about the Provider Order Entry system, please contact Steve Cummings, corporate manager for Inpatient Clinical Systems at 6-2765. ●

MGH Vital Signs: FY 1998 first quarter results

A quarterly status report on five key performance indicators

Admissions are ahead of budget for the quarter (268 admits, or about 3 percent) and have also risen compared to the same period last fiscal year. Reasons for the increase include expanded patient referrals from community health centers and Partners affiliated practices, as well as continued growth in the Obstetrics (OB) program. Admissions are a major driver of patient revenues and thus will be monitored closely as the year progresses.

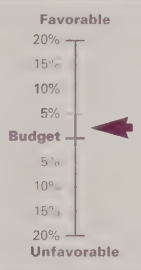
FY '98 actual:	8,941
Patient days	57,306
Surgeries	3,967
Births	610
FY '98 budgeted:	8,673
FY '97 actual:	8,794



Five-year trend

Length of stay (LOS) for inpatients was lower than budgeted in the first quarter, and is 0.3 days lower than FY '97. While the reduction compared to the prior year can be explained partially by the growth in OB, which has shorter stays, the shift from short stay admissions to bedded outpatient status increases LOS. Shortening LOS has been a major focus of Operations Improvement clinical care teams and Case Management staff because reducing patient stays can lead to significant cost savings with little reduction in revenue.

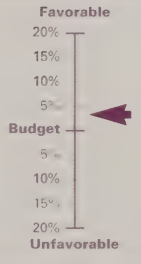
	Days
FY '98 actual:	6.41
FY '98 budgeted:	6.59
FY '97 actual:	6.71



Five-year trend

Average daily census of inpatients was slightly higher than budgeted, although lower compared to the same period last fiscal year. This can be explained in part by the decrease in LOS. When the bedded outpatients are included in the mix, the average occupancy rate exceeds 80 percent.

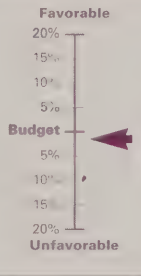
FY '98 actual:	623
Average beds in service	819
Occupancy rate	76%
FY '98 budgeted:	621
FY '97 actual:	642



Five-year trend

Outpatient visits in total were down compared to budget. Visits in the newly expanded health center practices increased from last year. Both the health center and on campus visits trailed the budget, however, which could be considered aggressive given last year's strong performance.

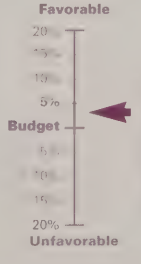
FY '98 actual:	159,554
Surgeries	3,242
Clinic visits	88,476
Health center visits	55,899
Emergency visits	15,179
FY '98 budgeted:	162,316
FY '97 actual:	162,510



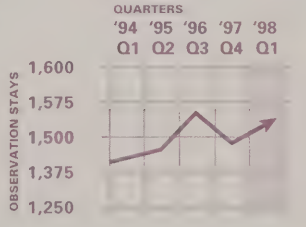
Five-year trend

Observation stays are about 3 percent above this quarter's budget and are higher than the same period last year. There has been a generally upward trend over the last five quarters. Patients admitted for observation occupy an inpatient bed but typically stay less than 24 hours. The hospital is reimbursed for "admit to observe" patients at a much lower rate than other inpatients.

FY '98 actual:	1,523
Chemotherapy infusion	85
Routine post-procedure recovery	350
FY '98 budgeted:	1,479
FY '97 actual:	1,388



Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Resolution to manage weight
The MGH Nutrition Service will offer "Winning at the Losing Game," a 10-week weight management class open to the MGH community. The class — which includes nutrition education, an exercise program and behavioral modification to assist with lifestyle change — will begin Feb. 10 and will meet Tuesdays from 5:15 to 7:30 pm. The fee is $185 for MGH employees and $195 for non-employees. Enrollment is limited to 15 participants. To register, call 6-2779.

Relocations
Neuro ICU
The Neuroscience ICU located on Bigelow 12 has relocated to the new Blake 12 Neuroscience ICU. The main telephone number remains the same: 6-8071.

Pulmonary Function Labs
The Pulmonary Function Labs, currently located on Bulfinch 148, will move to Bigelow 952 effective Jan. 30. All phone numbers will remain the same.

Schwartz Center events
Monthly Rounds
All MGH caregivers are invited to the Schwartz Center Rounds Jan. 30, noon to 1 pm, in the Walcott Conference Rooms. The discussion will focus on Phase I experimental cancer therapy trials. Lunch will be served starting at 11:45 am. To attend, call Stacie Verdie at 4-6862.

Symposium on patient-caregiver relationships
The Kenneth B. Schwartz Center will sponsor a symposium, entitled "Renewing Our Vows: A Conversation with Patients and Caregivers," hosted by John Hockenberry, news correspondent for "Dateline NBC," Feb. 24, from 4 to 6 pm at the Westin Hotel, Copley Place, Boston. MGHer Paula O'Connor, MD, chief resident of Medicine and Hematology/Oncology fellow, will be among a group of panelists — including patients, family members, caregivers, nationally known experts and decision-makers — who will discuss the future of patient-caregiver relations in a changing health care environment. Co-sponsors are Harvard Vanguard Medical Associates; MassPRO; Neighborhood Health Plan; The Picker Institute; and Tufts Managed Care Institute. Admission is free, but pre-registration is required. To register, call 4-6416.

Research Symposium, Scientific Advisory Committee Meeting
The Poster Session for the XXII MGH Research Symposium and Scientific Advisory Committee Meeting will be held Feb. 4, 11:30 am to 2 pm, in the Wellman Conference Room. MGH researchers will give oral presentations from 2 to 3 pm in the O'Keeffe Auditorium. The keynote speaker, Jurgen Drews, MD, president of Global Research and member of the Scientific Advisory Committee, will lecture from 4 to 5 pm, in the O'Keeffe Auditorium. Lunch will be provided and expanded shuttle service will be available throughout the session.

The Scientific Advisory Committee Meeting, focusing on MGH research in xenotransplantation and human genetics, will take place Feb. 5, 8:30 am to 5 pm, in the Wellman Conference Room.

All are invited to attend both the poster session and meeting. For information, call Toni Donarumo at 6-1708.

Gynecologic cancers seminar
The Gillette Centers for Women's Cancers of Dana-Farber/Partners CancerCare will sponsor a seminar for care providers, entitled "Gynecologic Cancers: Screening, Early Diagnosis and Prevention," Jan. 31, 8:30 am to noon, in the O'Keeffe Auditorium. Lectures and discussions will focus on the methods used in the early detection and prevention of vulvar, ovarian, endometrial and cervical cancers. The fee is $25. To register contact Donna Walthall at 632-5856 or via e-mail at *donna_walthall@dfci.harvard.edu.*

Science fair judges needed
The MGH/Timilty Partnership seeks volunteers to judge the annual Science Fair at the James P. Timilty Middle School in Roxbury. Semi-final judging for the eighth, seventh and sixth grades will occur, respectively, on Feb. 9, 10 and 11, 9 to 11 am. Final judging will take place Feb. 12, 9 to 11 am. Round trip transportation from MGH will be provided. For more information, contact the MGH/Timilty Partnership at 4-3210.

MGH Psychiatry film series
The MGH Psychiatry Department will host the next film in its series exploring human sexuality. The film, "Maurice," a period piece starring Hugh Grant about love between two men in pre-World War I England, will run Jan. 28, at 6:30 pm in the Walcott Conference Room. Marshall Forstein, MD, medical director of Mental Health at the Fenway Community Health Center, will lead a brief discussion following the film. For information, contact William Pirl, MD, at 4-6300, ext. 133-1117.

Lecture on organ transplantation
The next speaker to be featured in Spaulding's Distinguished Lecturer Series will be MGHer Francis Delmonico, MD, director of Renal Transplantation in the MGH Transplantation Unit. Delmonico, who also is the medical director of the New England Organ Bank, will speak on "The Horizons of Organ Transplantation" Jan. 30, 11 am to noon, in conference rooms 8a and 8b at Spaulding. To reserve a parking space, call 720-6830.

Marathon training tips
Members of the MGH/Partners Running Club and all others interested in gaining helpful advice from physicians about marathon training are invited to attend "Boston Marathon Training Tips," a presentation Jan. 31, 9:30 to 11 am, in the cafeteria, second floor, Spaulding. To register call Erin Casey at 720-6896, before Jan. 28.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

February 2, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

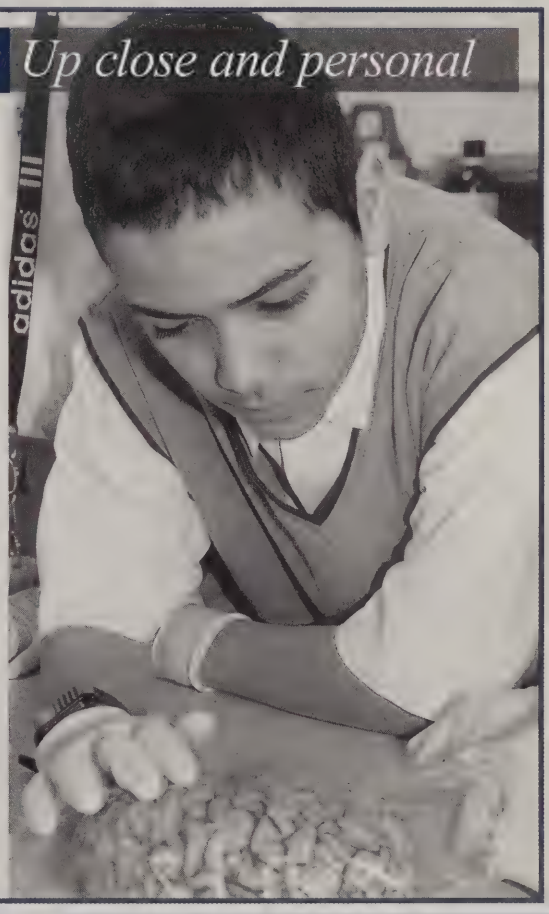
Timilty students: Up close and personal

Sixth graders from the James P. Timilty Middle School recently toured the MGH Neuroscience Center labs in Charlestown and participated in experiments, including looking at samples from brain autopsies and making (and eating) liquid nitrogen ice cream.

Senior science mentor Mia MacCollin, MD, of MGH Neurology, "adopted" the entire class to teach them about Huntington's disease. In February, she will participate in the department's annual "Huntington's Disease Center Without Walls" trip to Maracaibo, Venezuela, a community where there is a high prevalence of Huntington's disease in families. The Timilty sixth graders, matched with young pen pals from Maracaibo, have begun to take part in the project. Via the Internet, they will continue to follow MacCollin's work in South America, which includes teaching school children from Maracaibo about the disease.

Three of the Timilty sixth graders, along with their mentors from Neurology, will present projects on Huntington's disease at the annual Timilty Science Connection Fair. Their projects, along with those of 45 other student-MGH mentor pairs, will be displayed Feb. 6, 9:30 to 11:30 am, in the hospital's Main Corridor.

The science fair is among many activities sponsored by the MGH/Timilty Partnership during the year. For information, call 4-3210. ●



Timilty student Jorge Duarte ▶

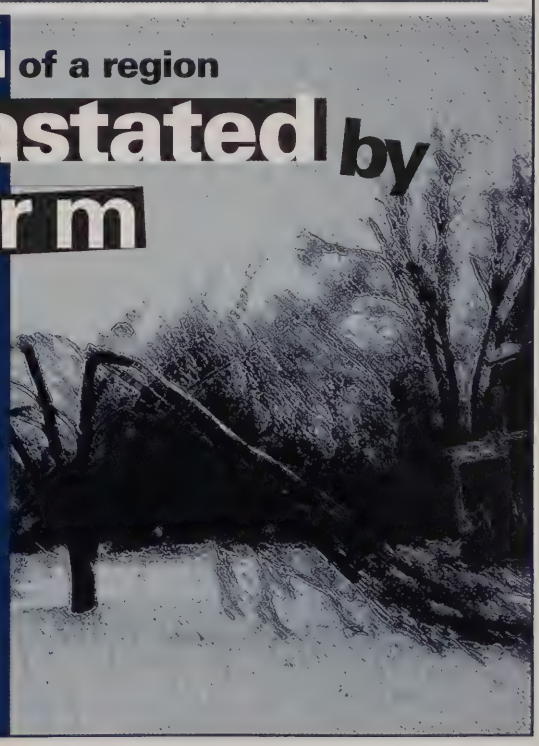
MGHers go to the aid of a region devastated by storm

As storms ravaged much of the Northeast this January, downing trees and power lines, blocking transportation and leaving hundreds of thousands of residents without heat and electricity, MGHers stepped in to provide some relief.

On Jan. 10 Susan Briggs, MD, of Surgical Services, who is also the supervising medical officer of the MA-1 Disaster Medical Assistance Team (DMAT), received the federal activation order to mobilize and deploy her unit to upstate New York.

Although Briggs did not accompany the DMAT, other MGHers participated in the team's eight-day mission to bring aid, equipment and supplies to the devastated area. Erin Burke, RN, of the Emergency Department, was one of the 28 team members deployed to the region and quartered at State University of New York-Plattsburg. Also, Robert Hallisey of the MGH Pharmacy helped prepare for the journey by stocking the team's supply of pharmaceuticals.

The DMAT's three major assignments were relieving emergency department staff at the Champlain Valley Physicians Hospital, providing supplementary EMS resources — including four paramedics — and visiting shelters throughout the nearby counties to help assess the region's health care needs.



ADVANCES

CT scan technique can improve treatment, reduce costs

In the Jan. 15 issue of the *New England Journal of Medicine,* Patrick Rao, MD, of the MGH Emergency Radiology Division, and a team of MGH physicians reported that using a new kind of CT scan called FACT (focused appendix CT) to help diagnose appendicitis could improve patient care and help hospitals save dollars.

Patrick Rao, MD

"The benefits of the new technique — which could significantly reduce the number of surgeries, observation delays in patients who need appendectomies and hospital stays — outweigh its costs and, overall, lower hospital resource use," says Rao.

In most cases of suspected appendicitis, the decision to operate is based on patients' symptoms and laboratory tests. About 20 percent of the time, however, surgery reveals the appendix to be normal. The new approach, which uses a machine called a helical or spiral CT scanner, allows radiologists to visualize clearly the right lower abdomen, where the appendix is located.

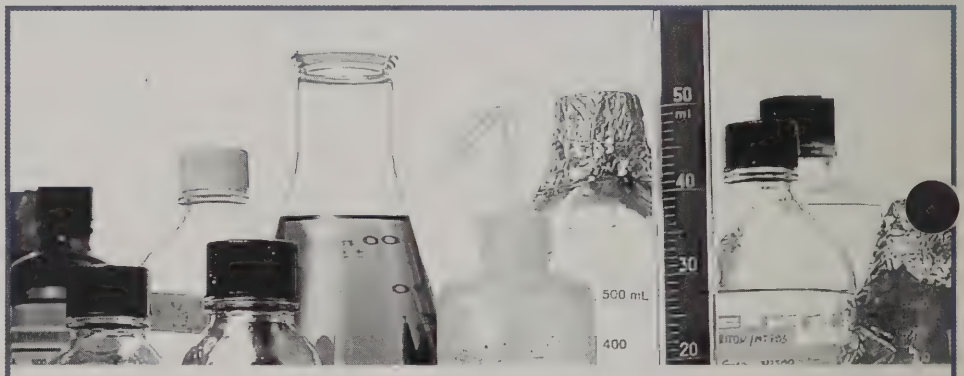
In this study, FACT accurately indicated whether the patients had appendicitis 98 percent of the time. Of the 100 patients, 13 avoided unnecessary surgery and 50 patient days were prevented. Calculations showed that $44,281 in hospital resources, or $447 per patient, was saved using the CT scans, which cost $233 each. Other recent appendix studies performed by this group have been presented at the annual meetings of the Radiological Society of North America in December 1996 and November 1997. ●

Michael J. Geaney Jr. resigns from The North Shore Medical Center

Michael J. Geaney Jr. announced this week his resignation as president of The North Shore Medical Center (NSMC), effective Jan. 26. The co-chairs of The NSMC Board of Trustees, Nils Peterson and Terrence Magrath, stated that the decision was reflective of personal plans Geaney has been contemplating for some time.

During 1995 and 1996, Geaney led The NSMC in establishing itself as a full and formal participant in Partners HealthCare System. He also recently facilitated a corporate affiliation between The NSMC and AtlantiCare Medical Center.

Alexander Movahed, senior vice president and chief operating officer of The NSMC, will assume the position of acting president and chief executive officer. A national search will be initiated to identify Geaney's successor.



Research events to focus on genetics, xenotransplantation

The annual MGH Research Symposium Feb. 4 gives MGHers an opportunity to hear an overview of the scientific investigations carried out at the hospital. Researchers will be on hand to discuss their work at the poster session from 11:30 am to 2 pm in the Wellman Conference Room. From 2 to 3:30 pm, Robert Brown, MD, of Neurology will speak about genetics and Lou Gehrig's disease and Megan Sykes, MD, of the Transplantation Biology Research Center will discuss transplantation tolerance. These sessions, which will be in the O'Keeffe Auditorium, will be followed by a keynote speech by Jurgen Drews, MD, of Hoffmann-LaRoche, Inc., at 4 pm.

Feb. 5 marks the annual meeting of the Scientific Advisory Committee, a group of internationally distinguished scientists who advise the hospital's research leadership. The meeting in the Wellman Conference Room, which is open to the hospital community, features an executive report on the hospital's research mission in the morning, followed by afternoon scientific panels addressing human genetics and xenotransplantation.

Dennis Ausiello, MD, chief of Medicine and chair of the MGH Executive Committee on Research, says: "These activities are an annual celebration of our diverse scientific community. We want to encourage everyone to stop by the poster session and to attend the lectures and discussions about some of the really exciting

New leadership for the MGH Operating Rooms

After a yearlong national search, Samuel Kim, MD, of Pediatric Surgical Services, has been named the new director of the MGH Operating Rooms.

Samuel Kim, MD

Since July 1996, Kim has been interim director of the OR, working with Michael Long, MD, of Anesthesia, who has been named the OR deputy director for Operations Improvement and Information Systems.

"The search committee not only reviewed the current OR needs, but also created a new leadership structure to fulfill the future goals of the OR," says Ann Prestipino, vice president for Surgical and Anesthesia Services and the MGH Cardiac Program, who chaired the search committee. "We look forward to Dr. Kim and Dr. Long taking these new leadership roles and moving the OR in a new direction." Other search committee members were: W. Gerald Austen, MD, president of the MGPO; Edward Coakley, RN, of Nursing; Douglas Mathisen, MD, director of Thoracic Surgery; Robert Schneider, MD, of Anesthesia; Andrew Warshaw, MD, surgeon-in-chief; and Warren Zapol, MD, chief of Anesthesia.

Kim says, he plans to enhance the "team approach" to patient care in the OR services. "Strengthening the working relationships among the surgeons, nurses, anesthesiologists and other OR team members will result in an even more successful patient-focused environment," says Kim.

Michael Long, MD

Long, who has also been a part of the interim team for a year and a half, will continue to implement Operations Improvement initiatives and manage Information Systems for the OR.

According to Prestipino, a new position, director for OR Nursing, will be added to the OR leadership structure. Kim also will work closely with an OR Executive Committee comprised of Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care Services and chief nurse executive, Prestipino, Warshaw, and Zapol. ●

What do I do when I get home?

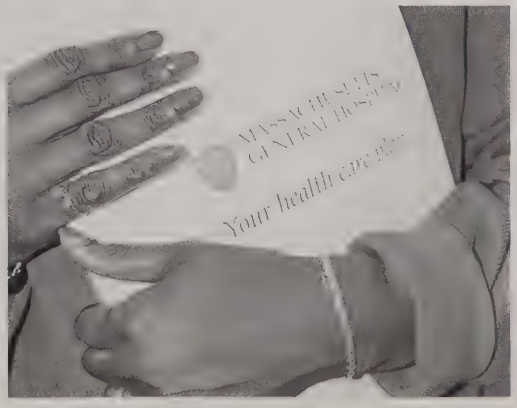
"How much medication should I be taking?" "When can I start exercising again?" "I'm still having some pain — what should I do?" Patients may have such questions once they leave the constant care and attention of the MGH staff. Even though such information routinely is given to patients before discharge, patients may forget details once they are in the home environment.

Beginning in February, every patient admitted to the MGH will receive customized information to facilitate the transition out of the hospital following discharge. Developed by the Patient Care Services Quality Program, the discharge folder of information gives patient-specific details about such issues as when to resume normal activities, danger signals to report to the physician, what medications to continue taking and how to contact caregivers.

"This is a step to strengthen communication between patients and clinicians," says Joan Fitzmaurice, RN, MGH Patient Care Services Director of Quality. "These forms were designed with the needs of patients and ease of clinicians in mind. They are intended to complement — not to replace — patient-provider communication."

According to Fitzmaurice, clinicians will play a key role in making customized care successful by coordinating information with other caregivers, setting realistic expectations for patients, reviewing the information with patients, ensuring they understand the information and addressing questions and concerns.

MGH caregivers already provide patients with the kind of information that is included in the new folder either verbally or in writing. Patients benefit from straightforward information they can refer to at home and bring with them to future visits to their physician, Fitzmaurice says. ●



Each information folder contains the following:

- a message to encourage patients to participate in their own care by asking questions and staying informed;
- customized information to advise patients when they can resume usual activities such as bathing, lifting, walking, exercising, driving and going to work;
- danger signals a patient should be aware of to report to caregivers, such as high temperatures, increased pain, nausea, and signs of infection;
- specific medication dosages the patient should be taking;
- an outline of key aspects of care such as a diagnosis, treatment plan, restrictions and medications that patients should understand before leaving the hospital.
- paper and pen/pencil to write down personal notations.

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MGH HOTLINE

WHAT'S HAPPENING

Free diabetes screening
The MGH Diabetes Prevention Program (DPP) will hold free blood sugar screenings Feb. 11, 7 to 11 am, near the Central Lobby. Those planning to participate should avoid eating or drinking anything but water for four to 12 hours before taking the test. Participants will learn more about the risks of diabetes and about the DPP.
For more information, call the DPP at 4-3197.

Physician advocacy in domestic violence cases
HAVEN, the MGH domestic violence program, will sponsor "Safety First: Physician Advocacy in Domestic Violence Cases," a panel discussion to commemorate HAVEN's one-year anniversary. The presentation will feature panelists Stephanie Eisenstat, MD, of MGH Women's Health and physician consultant of HAVEN; Thomas Inui, ScM, MD, director of Ambulatory Care and Prevention at Harvard Medical School (HMS) and Harvard Pilgrim Health Care; and Kiran Khush, HMS student, and will take place Feb. 6, 7:30 to 9:30 am, in Burr Conference Rooms 5 and 6, Bartlett Hall Extension, third floor. All are welcome and breakfast will be provided. For information, call HAVEN at 4-0054.

Tax seminars for foreign nationals
The Partners Office for International Staff, Scholars and Students will offer tax seminars for foreign nationals to assist all nonimmigrant visa holders — including those on H-1B, J-1, F-1, TN and J-2 visas — in filing required U.S. Income Tax Returns. The seminars provide general information and guidance from experts on the complex rules and regulations covering foreign national tax obligations. All nonimmigrant visa holders employed or participating in an educational or exchange program at the MGH or any other Partners-affiliated institution are encouraged to attend one of the following seminars: Feb. 5 or 17, 10 to 12:30 pm, in the MGH Clinics 1 Amphitheater; or Feb. 10 or 27, 9:30 to 11 am, in the BWH Carrie M. Hall Auditorium. The office does not offer individual assistance in preparing and filing tax returns. For information about the seminars, call 6-9211.

Clinical research workshop
The Clinical Research Program (CRP) is sponsoring "Developing Research Databases in Access 2.0 — Designing a Patient Registry" for entry-level coordinators Feb. 5, noon to 1 pm, in the O'Keeffe Auditorium. CEUs are pending and registration is not required. For information, call Lee Leahy at 6-3310 or visit the CRP website at *http://www.crnet@mgh.harvard.edu.*

Acupuncture and herbal therapy
The Nurse Practitioner and Physician Assistant Committee will sponsor "East Meets West," a lecture about acupuncture and herbal therapy for health care providers, Feb. 9, 6 to 8 pm, in the Lawrence House Conference Room. Loocie Brown, director of the Center for Acupuncture, Lexington, Mass., will speak. Dinner starts at 6 pm. CEUs are pending. To register, call the Nursing Support Service at 6-3111. For questions, call Barbara Roberge, PhD, RN, at 6-4600, ext. 6411.

Weight management course
The MGH Nutrition Service will offer "Winning at the Losing Game," a 10-week weight management class . The class will begin Feb. 10 and will meet Tuesdays from 5:15 to 7:30 pm. The fee is $185 for MGH employees and $195 for nonemployees. Enrollment is limited to 15 participants. To register, call 6-2779.

Presentation focues on women in medicine

Mary Clark, PhD, associate dean for Faculty Affairs at Harvard Medical School, *center,* recently presented a workshop about Harvard Medical School's academic appointment criteria to the MGH Internal Medicine Associates. The workshop was sponsored jointly by the MGH Office for Women's Affairs and the MGH Internal Medicine Associates as part of an ongoing educational initiative to facilitate career advancements for women in academic medicine. In photo above, Clark is joined by Michael Barry, MD, of Internal Medicine Associates, and Nancy Tarbell, MD, of the Office for Women's Affairs and the Department of Radiation Oncology. For more information about scheduling a workshop, call the Office for Women's Affairs at 4-5229.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

February 6, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH/Shriners burn team develops survival estimates

A research team from the MGH and Shriners Burns Hospital has developed a system for objectively estimating the probability of death in patients with severe burns. The formula, based on three risk factors, can help physicians, patients and family members make decisions about the care of critically burned people. In addition, researchers can target new treatment approaches to patients who need them most.

Colleen Ryan, MD

"An objective system for estimating a patient's chance of survival can be invaluable in helping physicians, patients and family members make decisions about resuscitation or other care-related issues," says Colleen Ryan, MD, MGH/Shriners burn surgeon and first author of the report in the Feb. 5 *New England Journal of Medicine.*

The researchers reviewed records of the more than 1,600 burn patients admitted to the MGH and Shriners from 1990 to 1994 and examined whether several risk factors were associated with an increased risk of death. They found that 96 percent of the patients admitted during those years survived to be released from the hospital, and they identified three factors associated with increased risk of death: an age of 60 or older, serious injury to more than 40 percent of body surface and the presence of smoke inhalation injury. Based on this information, the researchers developed a simple model for predicting the risk of death.

Ronald Tompkins, MD, ScD, director of the MGH Burn Service and chief of staff at Shriners, was the study's senior author. The paper's co-authors are William Thorpe, PhD, and Robert Sheridan, MD, of both the MGH and Shriners; David Schoenfeld, PhD, of the MGH Biostatistics Center; and Edwin Cassem, MD, chief of Psychiatry at the MGH. ●

Local CEO raises money for the ESSCO-MGH Breast Cancer Research Fund

In 1993, Albert Cohen's 33-year-old daughter was diagnosed with breast cancer and was treated at the MGH by Wiley Souba, MD, ScD, chief of Surgical Oncology. Cohen, who is the CEO of Electronic Space Systems Corporation (ESSCO), was so impressed with the dedication and compassion of his daughter's caregivers and the scientific accomplishments of the MGH breast cancer research program, he established the ESSCO-MGH Breast Cancer Research Fund at the MGH.

Since the fund's establishment, Cohen has been committed to raising money from friends, business associates and charitable organizations to support the research of Souba and the division of Surgical Oncology. Cohen, *above left,* recently presented Souba, *center,* and James J. Mongan, MD, president of the MGH, *right,* with a check for $161,578, representing the total amount raised from the annual event the Cohen family hosts for this cause.

The MGH Division of Surgical Oncology has been recognized worldwide for its accomplishments in the treatment of breast cancer patients. The mission of the physicians and staff members is to promote good health and treat disease through patient care, education and research.

Souba's research team primarily focuses on improving the understanding of how cancer cells differ nutritionally and metabolically from normal cells, and how the growing cancer alters the regulation of normal metabolism. The research team believes it may be possible to interrupt the growth of cancer cells by preventing them from using certain nutrients they absolutely depend on for growth, in effect "starving the tumor." The hope is that a better understanding of this process will lead to improved treatment strategies and eventually a cure for breast cancer. ●

Research*Perspectives*

In this issue, *Hotline* introduces a periodic supplement exploring the broad range and quality of MGH research and its ability to improve patient care.

Untangling the web

There is a wealth of information and resources available on the Internet or World Wide Web (WWW). Some of these web sites are developed by various sources throughout the world, while others are created by and for members of Partners HealthCare System. Periodically, *Hotline* will provide tips to help MGHers locate and use these services.

A web-based Partners phone directory provides immediate information for contacting staff and employees via any hospital computer. Records feature an individual's full name, department, phone extension and fax number, and often their e-mail address or beeper information. (In many cases, individuals can be paged directly from the computer.) Searches can be done by an individual's last name or by department. ●

***WWW TIP:** Using the online Partners Phone Directory*

From a Partners (Windows 95) workstation:
Click on the "Start" button in the lower, left corner of the screen: A pop-up menu will appear. Click on "Partners Applications." At the next pop-up menu, click on "Utilities." At the next pop-up menu, click on "Partners Telephone Directory."

From a nonPartners workstation:
"Launch" a web browser (i.e., Microsoft Internet Explorer, Netscape). Go to the MGH Home Page, either by clicking on the house icon labeled "Home," or by entering *www.mgh.harvard.edu* in the box next to the word "Address," and pressing the "Enter" key. Once at the MGH Home Page, click on the Yellow Pages icon (in the right column under the heading "Locating...."). Then, under "Directories," click on "Partners Phone Directory."

- Once at the "Partners Telephone Directory" page, place the cursor in the box beside "Enter Name," and type an individual's last name or the first few letters of the individual's last name. Press "Enter."
- Scroll through the resulting alphabetized list to locate a specific record, which includes a person's name, department, location and phone number.
- If the individual carries an active beeper, a "Page" button will be visible. Click on this button and enter the appropriate information. (Messages up to 180 characters can be sent to person's carrying an alpha/numeric beeper.) Press "Enter." The computer will confirm that the page has been sent.

Health classes making a difference

Glamorous, confident, sexy, successful, beautiful, and strong: These are just a few of the adjectives students from the James P. Timilty Middle School used to describe the people and images glossing the cigarette advertisements in magazines.

Last week, Anne Beal, MD, MPH, of the MGH Pediatrics Service, and Timilty seventh graders discussed the cigarette industry's attempt to appeal to children and teens through images that reflect qualities often considered desirable to young people. "The ads imply that if you smoke," Beal told the class, "you too will feel sure of yourself."

The group talked about nicotine as an addictive drug, the long-term health risks of smoking — including cancer and emphysema, peer pressure, personal experiences with cigarettes, as well as the cigarette industry's seductive ad campaigns to entice new generations of consumers into buying its products.

The session is part of the Timilty School Health Education Program (THEP) sponsored by the Timilty/MGH Partnership. The program, which consists of a series of health education classes, is being piloted with two seventh-grade groups. Led by staff from both the MGH and the school, the program focuses on three areas of health promotion: sex education, substance abuse prevention, and violence prevention and personal safety.

Among several MGHers involved in the program are Laura Riley, MD, of the MGH Vincent Obstetrics Service, who spoke to the students about sexually transmitted diseases, and Pamela Thompson, RN, also of Obstetrics, who talked about sexual abstinence.

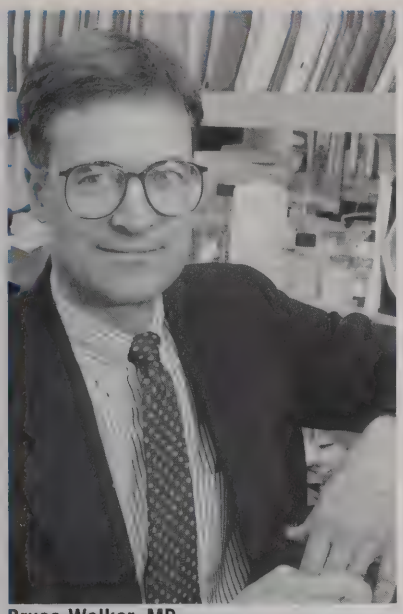
In addition to designing the curriculum, Beal also is assessing the program's impact on students' knowledge and behavior. Using surveys given to students before and after completion of the health education program, she will examine students' backgrounds and health, as well as their experiences with and attitudes about drugs, sex and violence.

Beal says, "I hope the sessions will make these students think twice before engaging in risky behaviors, and perhaps encourage them to bypass activities that are harmful but common among adolescents."

Beal is seeking grant support, which will allow the program to continue next year. ●

Anne Beal, MD, MPH, with Timilty students

RESEARCH Perspectives



Bruce Walker, MD

Helping the body fight back against HIV

Why are the body's immune defenses so powerless to stop the onslaught of HIV, the virus that causes AIDS? Within the past year, discoveries made at the Partners AIDS Research Center, based at the MGH, may have at least partially answered that question and opened new approaches to therapies. As with many such discoveries, what appears to be a sudden breakthrough is actually the result of years of painstaking investigation. Like pieces of a puzzle, each bit of information about how the immune system functions normally and how it is destroyed by HIV infection helps form an overall picture that may someday reveal ways to slow, control or stop the progression to AIDS.

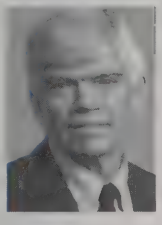
More than 10 years ago, Bruce Walker, MD, director of the Partners AIDS Research Center, began focusing on the immune system's killer cells, called cytotoxic T lymphocytes.

(Continued on Page 2)

Research: A keystone for excellence

by John Potts, MD, Director of Research

Research has been a keystone to keeping the MGH foremost among this nation's hospitals.



Throughout its history, the MGH has combined excellence in patient care and education with the search for deeper knowledge of fundamental life processes. This unbroken tradition of closely integrating basic biological research with clinical medicine has resulted in innovative, lifesaving treatments for countless patients and has inspired generations of physicians and scientists. These MGH investigators thrive in an atmosphere that prizes individual excellence while acknowledging the interdependence of patient care, teaching and research.

Today managed care and its relentless pressure on medical costs at times seem to threaten the access of patients to specialized care or block the adoption of innovative therapies. Again, the MGH is distinguishing itself through the field of outcomes research, showing how new therapies can be cost effective as well as beneficial to patients.

During this challenging time, both the MGH, under the leadership of Dr. James Mongan, and Partners, under the leadership of Dr. Samuel Thier, have made preservation of our research mission a top priority. Developments illustrating this support include reorganization of the MGH Executive Committee on Research under the leadership of Drs. Gerald Fischbach and Dennis Ausiello, establishment of a broad-based MGH Clinical Research Program, led by Dr. William Crowley, and development of policies and initiatives to improve and expand opportunities for industrial support of research. To ensure the future growth of our investigative enterprise, the hospital also has launched a major effort to raise philanthropic funds to help maintain critical aspects of MGH research.

As part of the larger effort to support and nurture the hospital's research mission, the MGH is introducing *Research Perspectives*, a periodic supplement to *Hotline*. This publication will inform our staff, employees and patients of the remarkable scope and quality of MGH research and its ability to improve patient care. Our readers are invited to help us meet one of our major challenges — keeping track of this hospital's diverse scientific enterprise.

Comments and suggestions about this publication as well as information about current research projects and issues should be directed to the editor, Susan McGreevey in Public Affairs. Information about research breakthroughs should be communicated to me or any other member of the Scientific Advisory Board, listed on Page 4, as well as to department chairs and to Public Affairs.

SAC provides guidance for research mission

This week marks the 51st meeting of the MGH Scientific Advisory Committee (SAC), a group of distinguished scientists who advise the hospital's leadership on issues related to its research mission. Dennis Ausiello, MD, MGH chief of Medicine and chairman of the Executive Committee on Research, answers questions about the SAC.

What is the Scientific Advisory Committee?

The SAC was set up to provide external insight and oversight for what was, when it was established, a quite novel enterprise: a hospital-based scientific research effort. For more than 50 years the committee members have been a sounding board for the hospital's leadership, helping us evaluate our research mission, address problems we are facing, and generally take a few steps back and ask whether we're doing the right thing.

Who are the members of the SAC?

The people on this committee are an incredibly distinguished group of scientists. Membership has included Nobel laureates and leaders in science and medicine from academia, industry and government. What they have in common are outstanding reputations — nationally and internationally — for scientific excellence and overall leadership.

Why does the MGH need an outside group to review its research program?

Much of the impetus and direction of our research efforts come directly from the interests and energies of our investigators. While striving for the highest levels of scientific excellence, we also have to engage, interact with and support the hospital's other critical missions — patient care and teaching. In managing the very complex and measured relationship among these missions, it is very helpful to have an outside point of view to help us maintain a consistent vision.

What results have come out of the SAC meetings?

In recent years, the support and counsel provided by the SAC have been particularly valuable in three key areas: our endeavors to build strong academic/industrial research relationships, our development of the research facilities in Charlestown, and the establishment of our clinical research program. This year we're addressing two areas in the forefront of medical innovation — human genetics and xenotransplantation — both of which incorporate issues that extend beyond the scientific questions being pursued in laboratories. We anticipate that, once again, the perspective provided by the SAC members will help us keep expanding the boundaries of knowledge in service of the ultimate goal of improving the health of people around the world.

— Helping the body fight I

(Continued from Page 1)

He and his colleagues discovered that these cells, which are not infected by HIV, mount a defense against the virus soon after an initial infection. For most infected people, levels of killer cells gradually decrease, eventually leaving the body vulnerable to life-threatening infections. But a few individuals who remain infected with HIV for years without becoming ill continue to produce high levels of killer cells specifically targeted to HIV.

Walker and his team set out to solve the mystery of these long-term nonprogressors. They focused on how the killer cells attack the virus but also directed their attention to another immune component, the helper T cells that are the virus's primary target. Normally when a virus invades the body, a group of helper T cells that recognize that virus become activated and reproduce in great quantity. These virus-specific helper cells — the central orchestrators of the immune system — suppress the initial infection and continue directing the immune system to protect the body against any recurrence of the same infection.

In HIV infection, however, it appeared that this proliferation of virus-specific helper cells just did not happen. "The lack of these T helper cells is the most dramatic hole in the immune system of people with AIDS," Walker says. "So we tested one of our long-term nonprogressors for a response to HIV-specific antigens [proteins recognized by the immune system] and were stunned to see a huge helper-cell response."

The researchers then found a similar strong correlation between levels of virus and the helper-cell response in several recently diagnosed individuals: those with the strongest HIV-specific helper T-cell response had the smallest amount of detectible virus in their blood, while those with higher viral levels showed weaker

ck against HIV

T-cell responses. Eric Rosenberg, MD, a research fellow in Walker's lab, says: "We began to theorize that perhaps these virus-specific cells were being destroyed in the earliest stage of infection. And we wondered if antiviral treatment at that time might preserve these helper cells."

Rosenberg soon had an opportunity to test this hypothesis when a patient with symptoms of acute HIV infection — fever, severe sore throat, rash and swollen lymph nodes — came to the MGH Medical Walk-In Unit. Discovering that this individual had a possible HIV exposure only two weeks previously, Rosenberg ran blood tests that showed high levels of virus but no antibody in the patient's blood, indicating a very recent infection. The patient was started on combination therapy with powerful antiviral drugs, and his viral loads dropped dramatically while his immune system began to generate a strong HIV-specific helper T-cell response. Similar treatment in two other recently infected individuals produced the same responses. In people infected for longer periods — six months or more — treatment reduced viral levels but did not induce production of helper T cells.

"This response suggests that there is a window of time during which we might be able to salvage the helper T-cell response through vigorous antiviral treatment," Walker says. "It could be critically important for physicians to be alert for the symptoms of acute HIV infection and, in those patients who appear at risk, to test for the presence of virus."

> "IT COULD BE CRITICALLY IMPORTANT FOR PHYSICIANS TO BE ALERT FOR THE SYMPTOMS OF ACUTE HIV INFECTION AND, IN THOSE PATIENTS WHO APPEAR AT RISK, TO TEST FOR THE PRESENCE OF VIRUS."

Rosenberg adds: "It now looks like when HIV first enters the body it attacks and kills those cells that would be the first line of defense — the virus-specific helper T cells, against any other infection. It's the lack of these crucially important cells that keeps the killer cells and other immune system cells from containing or eliminating the infection."

This apparent duplication of the long-term nonprogression response, is only one more step toward solving the complex challenge of AIDS. Walker and his colleagues hope that what they have learned about the role of helper T cells and continuing studies of killer cells and other aspects of the immune system (see box) will lead to the most critical need: a vaccine.

"The combination antiviral therapies that have made such a difference in the health of many people with AIDS — an approach pioneered by Drs. Martin Hirsh and Richard d'Aquila at the MGH — aren't going to be available to the 90 percent of those infected with HIV who live in the world's developing nations," says Walker. "But the more we learn about how this virus works and how we might redirect the immune system around its very insidious attack, the closer we'll be to having practical ways of protecting people around the world from this terrible disease."

Partners AIDS Research Center — some current investigations

Richard d'Aquila, MD, is addressing the problem of viral resistance to drugs used in combination therapy. Specific projects include understanding how resistance develops, determining whether the virus infecting a patient is resistant and using that information in planning treatment, and developing strategies to prevent or thwart resistance.

Martin Hirsch, MD, directs the MGH AIDS Clinical Trials Unit. New trials of promising experimental therapies are under way with the goal of effectively treating persons for whom the standard three-drug combination therapies are failing.

Spyros Kalams, MD, is testing the ability of possible HIV-1 vaccines to induce a protective immune response, one that would keep the virus from taking hold in the body. A clinical trial of a DNA-based vaccine is slated to begin in late 1998.

Andrew Luster, MD, PhD, is examining how chemokines — chemical signals produced by killer T cells — inhibit the activity of HIV. Chemokines, which control the activity of several immune cells involved in inflammation, communicate with cells through the same molecular receptor used by HIV to infect helper T cells.

David Scadden, MD, is conducting clinical trials of the first gene therapy approach to treating AIDS. Genes are inserted into killer T cells from individual patients to help the killer cells find and destroy HIV-infected cells, including those that usually survive antiviral treatment.

Recent reports from MGH researchers

Hunger associated with behavioral problems in children

A research team led by Ronald Kleinman, MD, unit chief of Pediatric Gastroenterology and Nutrition, reported in the January issue of *Pediatrics* that children who often experience hunger are more likely to exhibit such behavioral problems as aggression, irritability and anxiety. The study, conducted in collaboration with two Pennsylvania-based anti-hunger organizations, reported that children classified as hungry were seven times as likely to have behavioral problems and twice as likely to have repeated a school grade as children who were not classified as hungry.

New gene may play a role in Alzheimer's

An MGH-based research team has discovered a gene that appears to play a role in Alzheimer's disease. The researchers found excessive quantities of this gene's protein in brain tissue and cerebrospinal fluid of people with Alzheimer's and showed that accumulation in nerve cells of the protein causes changes similar to those seen in Alzheimer's, including cell death. Suzanne de la Monte, MD, the MGH neuropathologist who isolated the gene and determined its sequence, was the first author of the report in the December *Journal of Clinical Investigation.*

Counseling can help hospitalized smokers stop

Researchers led by Nancy Rigotti, MD, director of the MGH Tobacco Research and Treatment Center, reported in the Dec. 8 *Archives of Internal Medicine* that offering hospitalized smokers bedside stop-smoking counseling can help them stay off cigarettes after they return home. Patients receiving stop-smoking counseling while hospitalized were more likely to have stopped smoking a month after discharge than patients who did not receive such counseling.

ACE inhibitors underused for heart failure

A report from the MGH Health Policy Research and Development Unit suggested that many patients with heart failure are not receiving the most up-to-date medications for their condition. The study in the Nov. 24 *Archives of Internal Medicine* found that, from 1989 to 1994, angiotensin-converting enzyme (ACE) inhibitors were prescribed for fewer than half the patients that could benefit from the drugs. Study authors included Randall Stafford, MD, PhD, and David Blumenthal, MD, MPP.

Worm gene finding may lead to new understanding of diabetes

Researchers from the MGH Molecular Biology Department announced an important new insight into the basis of diabetes in the Oct. 30 issue of *Nature.* Based on molecular genetic analysis in the worm *C. elegans,* Gary Ruvkun, PhD, and colleagues reported previously unsuspected human genes that may be misregulated or defective in diabetics. Mutations in one gene, called daf-16, appear to allow worms to live normally without their version of insulin. These genes represent new candidates for the underlying cause of diabetes and define novel targets for new diabetes therapies.

Study shows how chemotherapy causes female infertility

A MGH-based research team has discovered, for the first time, the molecular pathways involved in the destruction of oocytes, or egg cells, by a common chemotherapy drug. Jonathan Tilly, PhD, associate director of the MGH Vincent Center for Reproductive Biology, and colleagues reported in the November *Nature Medicine* that treatment with doxorubicin causes mouse egg cells to undergo apoptosis, or programmed cell death, a natural process that usually involves the elimination of unneeded or worn-out cells from the body. The discovery eventually could lead to strategies for preserving fertility in girls and women treated with anti-cancer drugs.

Imaging reveals cocaine's effects on brain

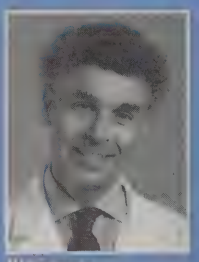
In the September issue of *Neuron,* Hans Breiter, MD, and colleagues from the departments of Radiology and Psychiatry reported how specific areas of the human brain react to cocaine, distinguishing patterns of activation associated with feelings of euphoria and craving among addicts. The researchers used functional MRI to pinpoint areas of increased brain activity in carefully selected cocaine addicts before, during and after they received cocaine injections under rigorously controlled conditions.

Gene mutation associated with rare form of diabetes

An MGH-led research team has discovered that a mutation in a gene that plays a critical role in insulin secretion is associated with a rare, inherited form of diabetes. Studying a large family in which many members developed diabetes, the researchers determined that most of those with the disease had a mutation in one copy of a gene called ipf-1. They also suspect that tiny changes in this gene might be involved in more common forms of type 2 (adult-onset) diabetes. The researchers, led by Joel Habener, MD, of the MGH Laboratory of Molecular Endocrinology, published their report in the October issue of *Nature Genetics.*

Nitric oxide may prevent, treat sickle cell crisis

A study led by C. Alvin Head, MD, an MGH anesthesiologist, suggests that inhaled nitric oxide gas might successfully treat sickle cell disease and its characteristic episodes of debilitating pain, called sickle cell crisis. Described in the September *Journal of Clinical Investigation,* the new approach would be the first to attack directly the formation of distorted red blood cells that characterizes the disorder. These "sickle cells" can become stuck in tiny blood vessels, blocking blood flow and causing excruciating pain.



Kleinman

de la Monte

Tilly

C. elegans

Research Perspectives is published periodically to inform the MGH community about the hospital's comprehensive research program.

Comments, suggestions and story ideas can be submitted to Susan McElroy, editor, at 4-3764 or by fax to 6-7475, by e-mail to smcelroy@partners.org or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

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MGH HOTLINE

Remembering the Blizzard of '78

Twenty years ago Boston was trapped in the grip of what would become known as the Blizzard of '78. The slow-moving but windy storm hung over the city for more than 24 hours. When it ended, it had left in its wake more than two feet of snow and snowdrifts piled more than five feet high. Countless abandoned cars, a declared state of emergency and a six-day driving ban afflicted the city. Thousands of people were shut out of their homes, schools and businesses. The Blizzard of '78 went down in the record books as one of the worst snowstorms in the history of Boston.

Many New Englanders, including MGH employees, were stranded far from home when the storm hit. Unlike many other businesses, hospitals run on a 24-hour schedule. Closing the MGH was not an option. To meet patient needs, the hospital required as many staff members as possible. Some already were stranded at the hospital. Others made it to work following the storm on skis, snowshoes and plain determination.

Judy Newell, RN, MSN, was one of the determined ones. A head nurse in the Vincent Building, Newell struggled from Cleveland Circle in Brookline to the MGH, a trek of several miles. After two hours of walking and riding — after helping a cab out of a snow bank — Newell arrived at the front door of the MGH ready to work. It would be the first day of a five-day stay.

"What I remember most about that week was the camaraderie among staff and patients," says Newell, who is now a nurse manager on Ellison 16, 17 and 18. "It didn't matter who you were or what role you had, everyone pulled together. I still remember how nice that was."

Not only did the skeletal staff help stranded patients and their families, but neighbors and other patients did as well. "By the third day, the cafeteria was nearly out of food," says Newell, adding that the hospital kept losing power, forcing the use of the emergency generator system.

According to Newell, a group of Beacon Hill residents came to the hospital with sandwiches and handed them out to patients and staff. Patients also pitched in by delivering food to other patients who were less ambulatory and helped staff provide assistance wherever needed.

For Newell, the blizzard was a defining moment in MGH and New England history. "That storm brought a lot of individuals together for a number of different reasons," she says. "It brought out the best in people, particularly among those at the MGH. The storm and its effect are something we still talk about even today."

During the Blizzard of '78, MGH grounds crew members prepare for snow removal, while patients in the Main Lobby peer out at the storm.

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MGH HOTLINE

WHAT'S HAPPENING

Childcare options

The Employee Assistance Program (EAP) will sponsor the next of its lunchtime work/life seminars, entitled "Childcare Options for Your Infant and Preschooler," Feb. 19, noon to 1 pm, in the Wellman Conference Room. Seminars also will be held noon to 1 pm, Feb. 12, in the Larry Martin Conference Room, CNY Building 149; and Feb. 26, in the Carrie M. Hall Conference Room, BWH. For information, contact the EAP at 6-6976.

Health fair recognizes black history

In recognition of Black History Month, the Patient Care Services Diversity Steering Committee will present a health fair for staff, patients and visitors Feb. 10, 10 am to 4 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe. For information, contact Deborah Washington, RN, director of the Patient Care Services Diversity Program, at 4-7469.

Roses for Valentines

Long-stemmed red roses will be on sale for Valentine's Day at the MGH Flower Shop. Orders for a dozen roses placed by Feb. 10 will receive a 10 percent discount and will be ready by Feb. 13. Other specials will be available, including one red rose placed in a box or in a vase for $10 and a quarter pound of Godiva Chocolates with a rose or orchid for $18. Orders for out-of-town deliveries should be placed no later than Feb. 12 to ensure on-time arrival. To place an order, call 6-4500.

Bone marrow drive

The MGH Bone Marrow Transplant Program and the Friends of the MGH Cancer Center will sponsor a bone marrow donor drive Feb. 10, 10 am to 2 pm, in the Blood Donor Center, Gray 1. Tests are free of charge for MGH employees. For information call 4-1127 or 4-7582.

Warren Library book and audio sale

The annual Warren Library book and audio sale will take place Feb. 12, 10 am to 4 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe.

MGH Commuter Services Month

The MGH will celebrate Commuter Services Month by giving employees the opportunity to look at alternative ways to get to work. A fair will take place Feb. 12 and 13, 11 am to 2 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe, and in the Martin Conference Room, CNY Building 149. Many organizations will be represented, including The Artery Business Committee/ Transportation Management Association; the MBTA and Amtrack; the Turnpike Authority; CARAVAN for Commuters; Share-a-Ride for carpools; and the Massachusetts Highway Transportation Department. For more information, contact Richard McKinney at 4-6588.

Ethics in assisted reproduction

The MGH Ethics Task Force Discussion Series will present "Ethical Questions in Assisted Reproduction," Feb. 11, 5 to 6 pm, in the Wellman Conference Room. Speakers include Thomas Toth, MD, director of the Vincent In Vitro Fertilization (IVF) Unit of the MGH; George Richardson, MD, co-chair of the Ethics Committee of the Vincent IVF Unit; Ellen Feldman, MSW, LICSW, Social Service; and Carolyn Wood, JD, of the Partners Office of the General Counsel. Nursing contact hours are available.

Medical interpreters course

MGH Interpreter Services will offer a free course for bilingual speakers who want to become medical interpreters, March 2 to June 29, Mondays, 6 to 8:30 pm, at Partners Learning and Diversity, second floor, Charles River Plaza, 185 Cambridge St. Margarita Battle, education and training coordinator for MGH Interpreter Services, and guest speakers will instruct the course. All candidates are required to take a language assessment prior to acceptance. For information call 6-8265 or 6-6966.

Benefits for refugees and immigrants

All MGH care providers are invited to attend a training session on state and federal benefits available to refugees and immigrants, Feb. 18, noon to 1 pm, at the MGH Chelsea HealthCare Center. Tyler Moran of the Massachusetts Immigrant and Refugee Advocacy Coalition will speak. The session is the third in a series sponsored by the Kenneth B. Schwartz Center. To register call Maryann Koloski at 887-4131.

Annual Nursing Conference

The third annual MGH Vascular Nursing Conference, "Beyond 2000," will take place March 6, 8 am to 4 pm, and March 7, 8 am to 3 pm, at the Dedham Hilton. Topics will focus on innovations in vascular patient care and wound care. Partners employees may attend the conference at reduced rates: day 1, $50; day 2, $75; and both days, $100. Contact hours are pending. To register call Ginger Capasso, RN, at 6-3836.

IN GENERAL

Fredric Frigoletto Jr., MD, chief of the MGH Vincent Obstetrics Division, was invited to serve on the National Advisory Committee on Infant Mortality for a four-year term.

William Harris, MD, chief of the MGH Hip and Implant Service, and **Stephen Krane, MD,** chief of the MGH Arthritis Unit, recently received the Marian Ropes Award for excellence in arthritis care and leadership at the Arthritis Foundation Physician Achievement Award Dinner. Ropes was the first female medical resident appointed by the MGH and a pioneer and national leader in the field of rheumatology.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

February 13, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH Primary Care expands to Weston

Steven Kanner, MD, MSM, began seeing patients last month at MGH's new primary care practice in Weston. The facility is the most recent site of MGH Primary Care.

Steven Kanner, MD, MSM

Kanner, with the support of nurse clinician Jean Geller, RN, and other lab and office staff, is currently the only physician practicing at the new MGH Weston. Most recently, he served as medical director of the Beth Israel Deaconess HealthCare practice in Weston as well as developer of regional services for the Beth Israel Deaconess Medical Center.

According to Greg Pauly, administrative director of MGH Primary Care, the new facility furthers MGH expansion of primary care into the western suburbs enabling patients to see their primary care physicians closer to where they live.

Kanner, a graduate of Harvard College and Harvard Medical School, began practicing general internal medicine in Weston in 1978. His practice, which he opened on his own, later grew to include five physicians by the time he affiliated with Beth Israel Medical Center in 1994.

While receiving an MS in Management from MIT Sloan School of Management, Kanner was a Robert Wood Johnson Foundation Scholar. He has extensive experience in health care management consulting and medical software and served two years as chief of medicine at the Massachusetts Department of Mental Health. He also has worked for the US Public Health Service.

Among his many medical business activities, Kanner designs medical records

(Continued on Page 2)

Fishman named new Cardiology chief

Mark Fishman, MD, has been named the new chief of Cardiology in the Department of Medicine. Fishman, who has served as the chief of the MGH Developmental Biology Laboratory and director of the Cardiovascular Research Center for eight years, started his new position Feb. 1.

Mark Fishman, MD

"My challenge, in an era of managed care, is to maintain the Cardiology Unit's tradition of individual attention to patient care while sustaining its innovative level of research," says Fishman. "We have an outstanding staff that is dedicated and hard working. My role is to harness this dedication and brilliance and provide a foundation for it to flourish."

Fishman says he proposes to focus on specific cardiovascular conditions — such as heart failure, congenital heart disease, atherosclerosis and arrhythmia — in the department's practice, education and research. His plan is to refine clinical practices by expanding Cardiology's relationships with other MGH departments such as Radiology, Nursing and Surgery, as well as with the BWH Cardiology Unit. Fishman also plans to enhance collaboration with the PCHI network and referring physicians and to build new partnerships with basic science and

(Continued on Page 4)

MGH patient celebrates her 100th birthday

The Ellison 6 nursing staff spread some birthday cheer Jan 28 when Emily Louise Berke, *right,* turned 100 years old. Her nurses, home health care aide and son, Steven, helped her celebrate with a cake, flowers and a "Happy Birthday" serenade. "The care my mother has received has been wonderful," says Steven. "The people here are like angels." *From left,* Jill Pedro, RN, MSN, Annette Stuzziero, RN, and Steven Berke.

PARTNERS PROGRESS

Partners Welfare to Work program recognizes leaders

For almost three years, Damaris Esquea was on welfare. She struggled to get out of an abusive relationship while taking care of her two young children. Born in the Dominican Republic and raised in Puerto Rico, Esquea spoke fluent Spanish and understood little English. In her struggle to get off welfare, she was referred to WorkSource Staffing Partnership, Inc., a Boston firm that helps welfare recipients and low-income people become successful in the work place.

Esquea studied English in a language program and prepared for possible job placement with one of WorkSource's clients. Within a year, she was placed in the Partners Welfare to Work program, which has been using WorkSource's services for two years.

Esquea initially trained in the Human Resources Department at Spaulding before transferring to the MGH Vincent Obstetrics Service, where she trained with Pamela Thompson and Jae Lee. As mentors in the Partners Welfare to Work program, Thompson and Lee helped Esquea prepare for a job in Obstetrics if one became available. Recently, she became a full-time secretary in the NICU. "I am very excited to be here," says Esquea. "I have learned so much from Pam and Jae. They've been great."

More than 20 people have been placed within the Partners network in paid positions since the Welfare to Work program was implemented. ●

Below: *The Partners Welfare to Work program recently hosted a luncheon to celebrate its second anniversary and to recognize leaders in the Partners system who have supported and mentored program participants. From left, Carol White, BWH Obstetrics and Gynecology; Shirley Joyce-Wallace, Spaulding Human Resources; Clare McIntire, commissioner, Massachusetts Department of Transitional Assistance; Onelia Montano, BWH Volunteer Services; Matt Fishman, director of Partners Community Benefit Program; and Jae Lee, business manager, MGH Vincent Obstetrics.*

MGH Gillette Center for Women's Cancers opens

The MGH Cancer Center will open the MGH Gillette Center for Women's Cancers Feb. 17 in the newly renovated space on Cox 1. This outpatient unit will provide care to breast and gynecological cancer patients.

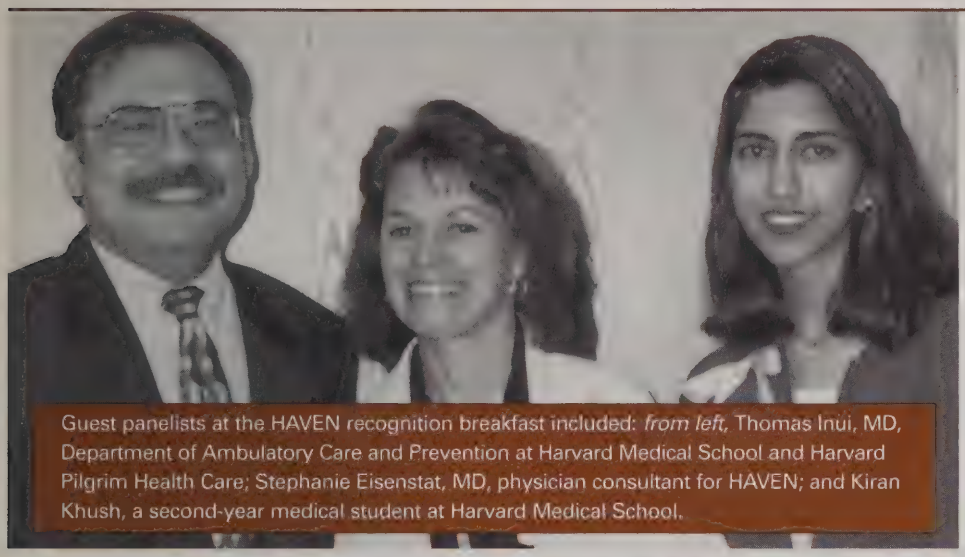
Among many participating MGH physicians, the following will provide all of their outpatient oncology care in the new unit — Arlan Fuller, MD, and Janet Gallant, RNP, of the MGH Vincent Gynecologic Oncology; Barbara Smith, MD, of Surgical Oncology and director of the Breast Cancer Program; Simon Powell, MD, PhD, of Radiation Oncology and clinical director of the MGH Gillette Center for Women's Cancers; Alphonse Taghian, MD, of Radiation Oncology; and Irene Kuter, MD, and Michael Seiden, MD, of Hematology/Oncology.

The MGH Gillette Center is an important component of Dana-Farber/Partners CancerCare, the collaborative program in adult cancer care that involves MGH, BWH and Dana-Farber Cancer Institute. The new center has a sister facility in the Longwood Medical Area, which opened in November 1997.

The MGH Gillette Center will include five gynecological exam rooms with attached private bathrooms and eight breast exam rooms. Patients will have the opportunity to receive multidisciplinary care from Radiation Oncology, Medical Oncology and Surgical Oncology as well as consultation from radiologists, pathologists, genetic counselors, social workers, dietitians and others as required.

"By providing patients with the best specialty care in one area, the new MGH Gillette Center will improve patients' MGH experience, making their visits more comfortable and efficient," Powell says. "The center also will facilitate the development of new clinical treatment strategies involving translational research."

The official opening ceremony and celebration of the MGH Gillette Center will take place in the near future. ●



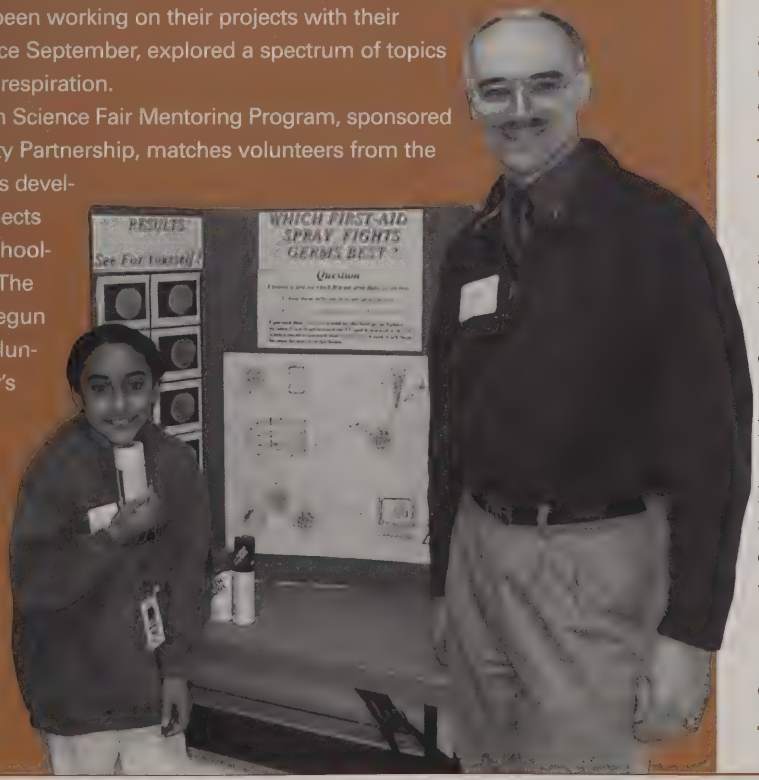
Guest panelists at the HAVEN recognition breakfast included: *from left,* Thomas Inui, MD, Department of Ambulatory Care and Prevention at Harvard Medical School and Harvard Pilgrim Health Care; Stephanie Eisenstat, MD, physician consultant for HAVEN; and Kiran Khush, a second-year medical student at Harvard Medical School.

Discoveries on display

Sixth grader Monique Snee, with the help of her mentor Harry Orf, PhD, director of laboratories for MGH Molecular Biology, presented her science project, "Which First-Aid Spray Fights Germs Best?" at the MGH's Science Connection Fair last week. Through her experiments, Monique concluded that Solarcaine proved most effective.

Monique was among 38 students from the James P. Timilty Middle School who displayed projects in the Main Corridor for all passers-by. The students, who have been working on their projects with their MGH mentors since September, explored a spectrum of topics from electricity to respiration.

The four-month Science Fair Mentoring Program, sponsored by the MGH/Timilty Partnership, matches volunteers from the MGH with students developing science projects for their annual school-wide science fair. The Partnership has begun to recruit MGH volunteers for next year's science fair. Any individual, team or department interested in mentoring a student or group of students may call the Partnership office at 4-3210.



HAVEN's first anniversary

Ninety-five percent of victims of abuse are women. A woman is abused by her partner every 15 seconds in the United States. Two million women are abused in the United States every year. Because of such startling statistics, the MGH Social Services department and the Employee Assistance Program developed a program called HAVEN, Hospitals Helping Abuse and Violence End Now. The mission of HAVEN is to improve and enhance the MGH response to patients and employees whose lives are affected by domestic violence.

The staff and leadership of HAVEN recently hosted a breakfast to recognize the achievements of the program in its first year. "We were much busier in our first year than we ever thought," said Bonnie Zimmer, director of HAVEN. "It's good in some ways because we are here as a resource for people who need it, but it is also upsetting that there is a such a great need for a program such as ours."

According to Zimmer, HAVEN advocates and staff responded to more than 325 cases of domestic violence involving patients or employees. ●

— *Weston*

(Continued from Page 1)

and office management systems for clinical practice. He now is working with Partners Information Systems to develop the electronic medical record.

Kanner says: "I am extraordinarily pleased to integrate my practice with the MGH and Partners networks where my patients will have easy access to the best specialty care. In addition, I hope to help create computer-based records that will truly work for physicians and patients."

MGH Weston is located at 56 Colpitts Road, Weston, Mass. 02193. Kanner can be reached at (781) 899-1410 or at *skanner@partners.org.* ●

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MGH HOTLINE

WHAT'S HAPPENING

Black History Month events

Celebration of achievement
The Patient Care Services Diversity Steering Committee will host "A celebration of African American Achievement" Feb. 26, 2 to 5 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe. MGH staff nominated for the YMCA Black Achievers Award will be recognized. For information call 4-7469.

AMMP hosts journalist
AMMP, the Association of Multicultural Members of Partners, invites the Partners community to a celebration of Black History Month with *Boston Globe* columnist and poet Patricia Smith Feb. 25, noon to 1:30 pm, room 105, Partners Learning and Diversity, Charles River Plaza, 185 Cambridge St. A reception and lunch will follow the presentation. For information call 4-0928.

Administrative job fair

Partners Corporate Employment will hold an administrative job fair Feb. 17, 2 to 6 pm, in the Walcott Conference Rooms. Representatives from the MGH, Bulfinch Temporary Service, BWH and Spaulding will be available to discuss career opportunities. For information call 4-8568.

Managers/supervisors HR info

Partners Learning and Diversity will offer Human Resources information sessions for MGH managers and supervisors at Charles River Plaza, 185 Cambridge St. The following topics will be covered: *Employee Assistance Program,* March 3, 8:30 to 10:30 am and March 20, 8:30 to 10:30 am; *Benefits Information for the Manager/Supervisor,* March 4, 8:30 to 10:30 am and March 18, 11 am to 1 pm; *Using Occupational Health Services,* March 6, 11 am to 12:30 pm and March 11, 11 am to 12:30 pm; *Employment/Labor Laws and the Discipline Process,* March 10, 2 to 4:30 pm, and March 25, 2 to 4:30 pm; *Performance Management,* March 13, 1 to 3:30 pm, and March 25, 11 am to 1:30 pm; *Recruiting in a Full Employment Economy,* March 18, 8:30 to 10:30 am, and March 27, 11 am to 1 pm. For times and locations of BWH and Partners sessions, registration forms, and other program information, call 6-2230, or e-mail Gil Reppucci.

Benefits for refugees and immigrants

The Kenneth P. Schwartz Center invites all MGH care providers to attend a training session on state and federal benefits available to refugees and immigrants Feb. 18, noon to 1 pm, at the MGH Chelsea HealthCare Center. To register, call 887-4131.

Seminar on the basics of cancer

The MGH Cancer Center's Patient and Family Support Program will sponsor "The ABCs of Cancer: A Basic Cancer Session," a two-part seminar for patients and their families, noon to 1 pm, Feb. 24 and Feb. 26, Cox 8 conference room. The programs will discuss cancer physiology, terminology and treatment. To register call 4-1822.

Childcare options

The Employee Assistance Program (EAP) will sponsor "Childcare Options for Your Infant and Preschooler," a Work/Life seminar Feb. 19, from noon to 1 pm, in the Wellman Conference Room. For information, contact the EAP at 6-6976.

Videoconference on cardiovascular disease

A multi-site televised lecture, entitled "Post-Acute Care of Cardiovascular Disease," will be broadcast from Spaulding Rehabilitation Hospital, Conference Rooms A and B, floor 8, to televideoconference sites across the Partners network, including the first floor conference room of the MGH's Lawrence House. The program takes place Feb. 19, from 11:45 am to 1 pm. For information about the other participating sites or to make reservations (necessary for the Spaulding site only), call 720-6516.

Warren Library book and audio sale

The annual Warren Library book and audio sale has been rescheduled for Feb. 19, 10 am to 4 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe.

GLBA meeting

The Gay, Lesbian and Bisexual Alliance of the MGH will hold a general meeting for employees Feb. 20, noon, Burr Conference Room 2, Bartlett Hall Extension. For information, call 6-5687.

Credit Union new ATM

The Harvard University Credit Union at the MGH has opened an ATM for cash-only transactions on Clinics 1. For information, call 6-1630.

— *Fishman*

(Continued from Page 1)

research within the hospital and throughout Harvard Medical School.

"We are enormously enthusiastic about such a talented physician and scientist leading one of the most important divisions in the Department of Medicine," says Dennis Ausiello, MD, physician-in-chief and chief of Medical Services. "Mark has the tools, insight and vision to lead the Cardiology Unit into the 21st century."

As a researcher, Fishman's interests include developmental genetics and cardiovascular development. He spearheaded significant research using the zebrafish to study the genes that fashion the heart during development, many of which are of great relevance to specific heart problems in humans.

Fishman is a graduate of Yale College and Harvard Medical School. He completed his residency at the MGH, where he also served as chief medical resident. ●

MASSACHUSETTS GENERAL HOSPITAL

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February 20, 1998

MGH HOTLINE

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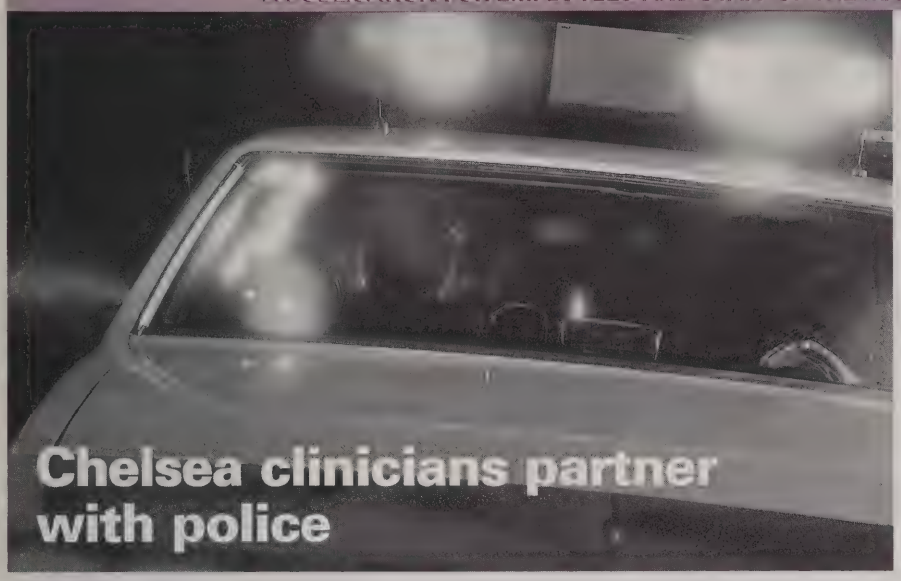


Chelsea clinicians partner with police

When children are victims, witnesses or perpetrators of violent crime, typically the police are the first on the scene. Now, the Chelsea Police Department will be working with MGH clinicians to provide immediate mental health interventions to these children.

"WE'RE VERY HOPEFUL THIS NEW PROGRAM WILL HELP DIMINISH THE EFFECTS OF VIOLENCE ON YOUTH, AND INTERRUPT A CYCLE OF VIOLENCE THAT CAN REPEAT WITHIN FAMILIES."

— JOAN QUINLAN, DIRECTOR OF THE MGH COMMUNITY BENEFIT PROGRAM.

The new initiative — Police Action Counseling Team (PACT) — is modeled after an established program at Yale New Haven Medical Center. It is a key component in the MGH Community Benefit effort to help prevent and reduce youth violence in Chelsea.

Reported incidents of violence in Chelsea are significant. Chelsea police responded to nearly 31,000 calls in 1996, many involving children. For example, of the more than 3,000 reported incidents of domestic violence, 38 percent were witnessed by a child.

"We're very hopeful this new program

(Continued on Page 3)

PARTNERS PROGRESS

Partners institutions again lead list of NIH grant recipients

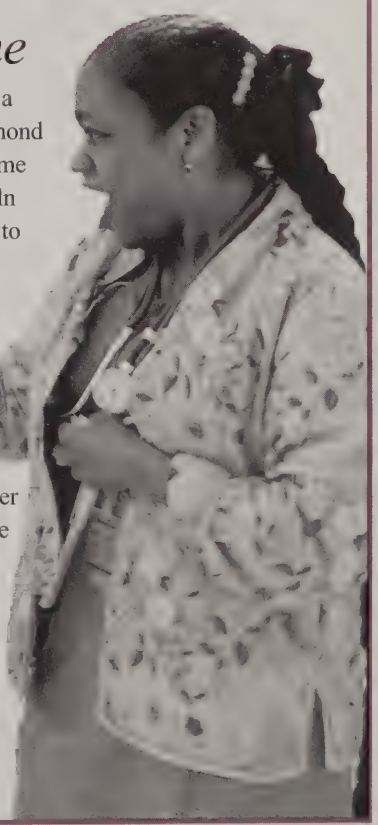
In 1997, the MGH and BWH once more topped the rankings of independent hospitals receiving research grants from the National Institutes of Health (NIH), with the MGH in first place with $119.8 million and BWH close behind with $113.7 million. This marks the 11th year that the hospitals have held the number one and number two positions. The totals also represent significant increases over 1996 grants, 9 percent for the MGH and nearly 14 percent for BWH.

Overall, Partners HealthCare System institutions received more than $245 million

(Continued on Page 2)

Opera is good medicine

The quiet patient room on Ellison 7 is a long way from New York City, but Diamond Ambrosh sings to an ailing patient with the same passion as she would for an audience at Lincoln Center. Ambrosh recently made a special visit to the unit to sing a piece from the opera "Il Trovatore" for Fioralbo Molinario, a patient she had cared for in the GRACU.



As a critical care technician in the GRACU and the RICU, Ambrosh often uses her professionally trained, coloratura soprano voice to serenade patients as they recover. Before he was transferred to Ellison 7, Molinario enjoyed hearing her perform exerpts from his favorite Italian operas, including "Il Trovatore" and "The Barber of Seville."

"Diamond's singing seems to be therapeutic

(Continued on Page 2)

Kiss driving alone goodbye

Representatives from the Central Artery, MBTA, Mass Turnpike, Caravan for Commuters, Mass Highway and others were on hand to provide information about commuting alternatives at the recent MGH Commuter Fair.

The fair was presented by the MGH Parking and Commuter Services to help employees find ways to save money, reduce stress and help the environment by using modes of transportation other than cars. Information about such programs as Ridematching Assistance and the Guaranteed Ride Home Program, was provided to entice employees who drive to carpool or use public transportation. A subsidized T pass program was also introduced and will begin April 1, offering T passes to employees at a 25 percent discount.

Gathered around the Commuter Fair raffle table: from left, Allison Simmons, of the Artery Business Committee Transportation Management Association (ABC-TMA); Cheryl Ann Lyman and Richard McKinney, of MGH Parking and Commuter Services; and Rebecca Coburn and Karl Hanson, from Police and Security. Seated is Erin Cleggett, of ABC-TMA.

— NIH grants

(Continued from Page 1)

in NIH grants, with McLean Hospital receiving $11.6 million. The totals account for 23 percent of all the NIH grants in Massachusetts and 32 percent of those awarded in the city of Boston.

"These figures are impressive evidence of the continuing vigor of the research enterprise here at the MGH and throughout Partners," says John Potts, MD, MGH director of Research.

Ron Newbower, PhD, MGH senior vice president for Research and Technology and Partners vice president for Research Management, adds, "The rate of increase for both the MGH and BWH, which has been similar over the past five years, is approximately double the recent overall growth of NIH grants, a remarkable testament to the quality of our scientific endeavors."

Also in 1997, joint venture participant Dana-Farber Cancer Institute was awarded $57.8 million. NIH grants support basic and clinical research into human health and disease at more than 2,000 institutions each year. ●

— Opera makes good medicine

(Continued from Page 1)

for the patients," says Susan Tully, RN, nurse manager for the RICU. "They really respond to her. She is great for the patients and the nurses."

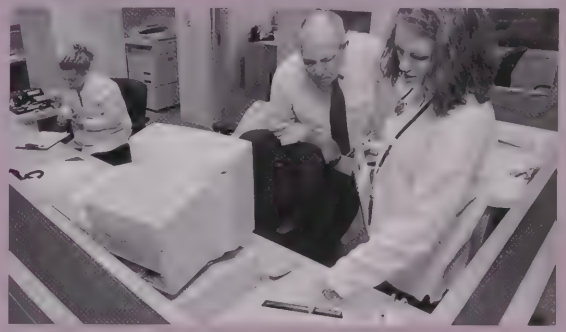
Ambrosh's part-time position at MGH allows her the flexibility to study opera in New York and to travel to performances. She has performed with opera companies across the country, including companies in Houston and San Francisco, as well as the New York City Opera where she frequently performs at Lincoln Center's New York State Theater. Ambrosh recently participated in a performance of "Il Trovatore" with the New York City Opera that was taped for public television.

"I have sung all my life," says Ambrosh. "I will sing for anyone at anytime. I am grateful to God for this gift and for being able to share it with both large audiences and the patients that are in my care." ●

PUT YOURSELF IN OUR
PATIENTS' SHOES
Patients and visitors come to the MGH for many reasons. And while they are here, they depend on each of us to make their experience a positive one. Each of us can make a difference.
• Be sensitive to their situations.
• See things from their perspective.
• Answer questions and address concerns.
• Provide clear, consistent information and be sure they understand.
• Let them know what to exp

Spaulding unit opens at MEEI

***Spaulding** recently opened a 15-bed unit on the 10th floor of the Massachusetts Eye and Ear Infirmary. The unit, which includes nine private patient rooms, will offer Spaulding patients the benefit of proximity to the specialists of MEEI and the MGH. Below, Christine Tetrault, RN, shows a visitor the new computerized patient call system in the nurses station.*



— Chelsea

(Continued from Page 1)

will help diminish the effects of violence on youth and interrupt a cycle of violence that can repeat within families," says Joan Quinlan, director of the MGH Community Benefit program. "Police officers will be trained to intervene at the earliest moment possible, and the children will have increased access to appropriate mental health services."

Beginning this month, a seven-person team of police and mental health professionals will travel to Yale New Haven to undergo four days of training in child development and children's response to trauma, as well as consultation in program design. Upon their return, team members will train others within their departments.

"I'm impressed with the positive influence this program already has had, even in its planning stages," says Sue Tonkins, PhD, clinical director of PACT. "The Chelsea Police and MGH clinicians have gained such respect for each other's ways of working."

Ultimately, officers will be able to respond immediately to a child at a crime scene. If necessary, they will consult with mental health clinicians, who will be on call 24 hours a day, seven days per week. In acute situations, clinicians will travel directly to the scene.

"There has been limited training available to help officers respond to a child who may have been a victim or witness to violence," says Chelsea Police Captain Donald Robitaille. "By providing targeted training in partnership with mental health clinicians, we hope to help these children when they need it most."

The MGH's Health Policy Research and Development Unit will evaluate all outcomes of the program to determine the effects on violence-related knowledge, attitudes and behaviors; the process of caring; and future functioning of the children.

The effort currently is supported by the MGH Community Benefit program and a three-year grant by the Jesse Ball duPont Fund. Continuing support will be sought from public and private sources. ●

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MGH HOTLINE

WHAT'S HAPPENING

Boston Globe to feature MGH patient

The Feb. 22 issue of *The Boston Globe Magazine* will feature Diana Parker, a 17-month-old MGH proton beam patient. Parker was treated at the Harvard Cyclotron for rhabdomyosarcoma, a tumor of the muscles. MGHers involved in her care include, Nancy Tarbell, MD, of Radiation Oncology and the Office for Women's Affairs; David Ebb, MD, of Pediatric Oncology; and Patricia Manus, RN, of Radiation Oncology and the Harvard Cyclotron.

MGPO quarterly staff meeting

All MGPO physicians and employees are invited to attend the MGPO second-quarter staff meeting March 4, 5:30 to 7 pm, in the O'Keeffe Auditorium. Speakers include W. Gerald Austen, MD, president and CEO of the MGPO; James J. Mongan, MD, president of the MGH; and Samuel O. Thier, MD, president and CEO of Partners.

Ash Wednesday

The MGH Chaplaincy will hold the following services on Ash Wednesday Feb. 25: 11 am, Roman Catholic Mass and distribution of ashes; 12:15 pm, ecumenical prayer service; 1 pm, Holy Communion and imposition of ashes; 4 pm, Roman Catholic Mass and distribution of ashes. Ashes also will be distributed throughout the hospital and will be available in the Chapel, 8 am to 5 pm. A distribution of ashes service also will be held noon to 2 pm, West Wing, CNY Building 149. Channel 16 will broadcast all services. For information call 6-2220.

Black History Month events

Celebration of achievement
The Patient Care Services Diversity Steering Committee will host "A celebration of African-American Achievement" Feb. 26, 2 to 5 pm, in the conference room off the Main Corridor, behind the staircase to the Eat Street Cafe. MGH staff nominated for the YMCA Black Achievers Award will be recognized. For information, call 4-7469.

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Schwartz Center Events

Symposium
The Kenneth P. Schwartz Center will sponsor "Renewing Our Vows: A Conversation with Patients and Caregivers," a symposium hosted by John Hockenberry, news correspondent for "Dateline NBC," Feb. 24, 4 to 6 pm, at the Westin Hotel, Copley Place. Admission is free, but preregistration is required. To register, call 4-6416.

Monthly Rounds
All MGH caregivers are invited to the Schwartz Center Rounds Feb. 27, noon to 1 pm, in the Walcott Conference Rooms. The discussion will focus on issues that arise when a patient chooses alternative treatment over traditional. Lunch will be served starting at 11:45 am. To attend, call 4-6862.

Art fair submissions

MGH pediatric patients of all ages, children of MGH employees and youngsters from local schools and day care centers are encouraged to submit artwork for the MGH KIDS Art Fair in conjunction with Children and HealthCare Week, March 15 to 21. Pictures should reflect the theme "Who or What Keeps us Healthy and Safe." Prizes will be awarded on creativity and detail. Send submissions to MGH KIDS Art Fair, John D'Angelo, VBK 613.

Additional information about Children and HealthCare Week and related events will be announced in future issues of *Hotline*.

Biostatistics course

The Clinical Research Program and the General Clinical Research Center will sponsor "Seminars in Biostatistics for Physiologic Investigators," a four-session course March 12, 19, 26 and April 2, from 4 to 5 pm, in the Wellman Conference Room. Registration is necessary. To register visit *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Sexuality film series

MGH Psychiatry hosts the next film in its series exploring human sexuality Feb. 25, at 6:30 pm, in the Walcott Conference Rooms. The film "Go Fish," which depicts 90s lesbian love, will be followed by a discussion. Admission is free. For information, contact William Pirl, MD, at 4-6300, mailbox 133-1117.

"Bald is Beautiful Ball"

The MGH Bone Marrow Transplant Program will hold its third annual "Bald is Beautiful Ball" March 20, at the Hyatt Regency Hotel in Cambridge. Silent auction and cocktails begin at 7 pm followed by a buffet dinner. Lester Strong, WHDH Channel 7 co-anchor and health reporter, will be the guest speaker. Proceeds support patients and families of the Bone Marrow Transplant Unit. Tickets are $50 per person and may be purchased by calling Cindy Bolduc at 4-1127.

Implications of genetic technologies

"The Human Genome Project: Science, Law and Social Change in the 21st Century," a conference on the implications of new genetic technologies, will take place April 23 and 24 at MIT. The conference is sponsored by the Whitehead Institute for Biomedical Research, the American Society of Law, Medicine and Ethics, and the George Washington University Medical Center. The general conference registration fee is $325, but those who register by March 1 will receive a reduced fee of $275. To sign up, visit *www.aslme.org* or call Katie Ansbro at (617) 262-4990. For scholarship information, contact Gus Cervini at (617) 258-0633 or at *cervini@wi.mit.edu*.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

February 27, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Not enough stop-smoking counseling, treatment

American physicians counsel patients about smoking or prescribe nicotine replacement far less than called for by current practice guidelines, according to a report from MGH researchers appearing in the Feb. 25 issue of the *Journal of the American Medical Association.*

Physicians reported asking patients whether they were smokers in about 65 percent of ambulatory office visits — a figure that remained relatively steady during the years of the study, 1991 through 1995. However, they counseled smokers to quit at only 16 percent of office visits in 1991. Counseling rates nearly doubled to 29 percent in 1993 but decreased to 21 percent in 1995. A similar pattern was seen for nicotine replacement therapy: the patch or gum was prescribed for smokers at 0.4 percent of 1991 visits, 2.2 percent of 1993 visits, and only 1.3 percent of 1995 visits.

"It's especially concerning that doctors didn't even know their patients' smoking

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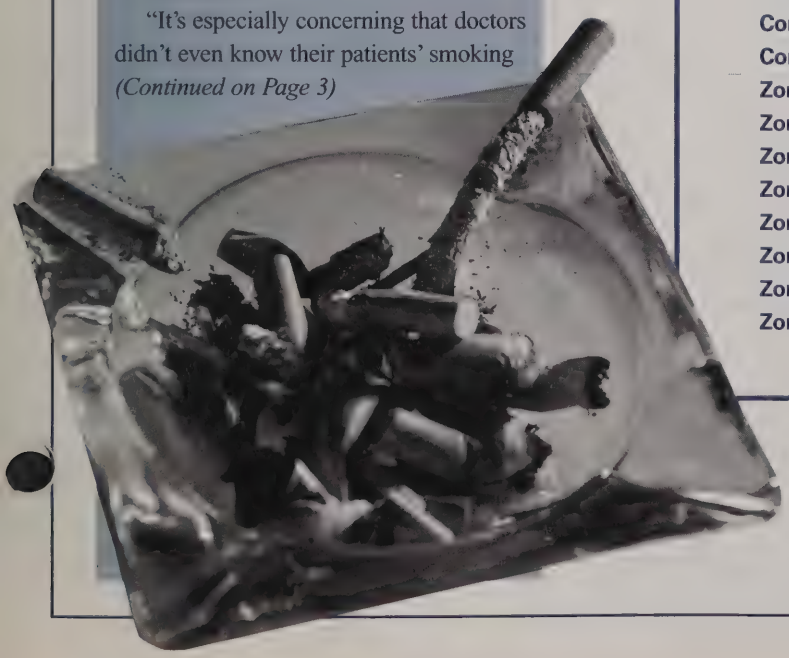

Commuters rejoice: T passes discounted

Beginning April 1, a new public transportation subsidy program will be implemented at the MGH, allowing employees to purchase monthly MBTA passes at a discount.

Employees and staff working 20 hours or more a week are eligible for the discount, which will be available through payroll deduction only. Ranging from 15 to 20 percent, the discount will vary depending on the type of pass purchased *(see chart below).*

All employees who already receive their T pass through payroll deduction are automatically enrolled in the subsidy program. Employees joining the program must com-

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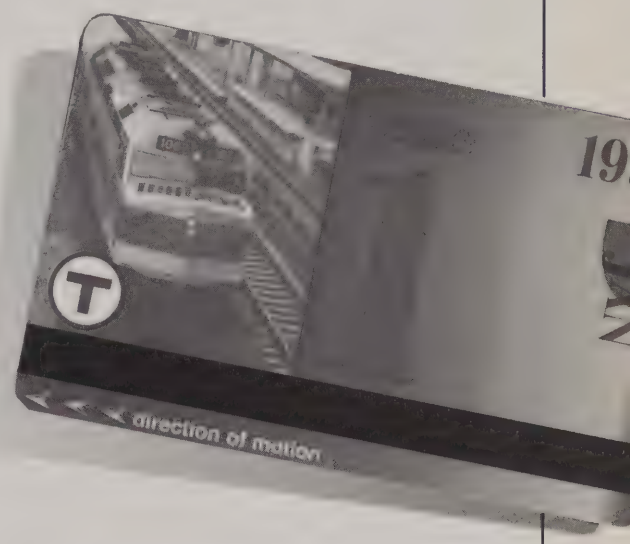


Employee T pass prices

(effective April 1)

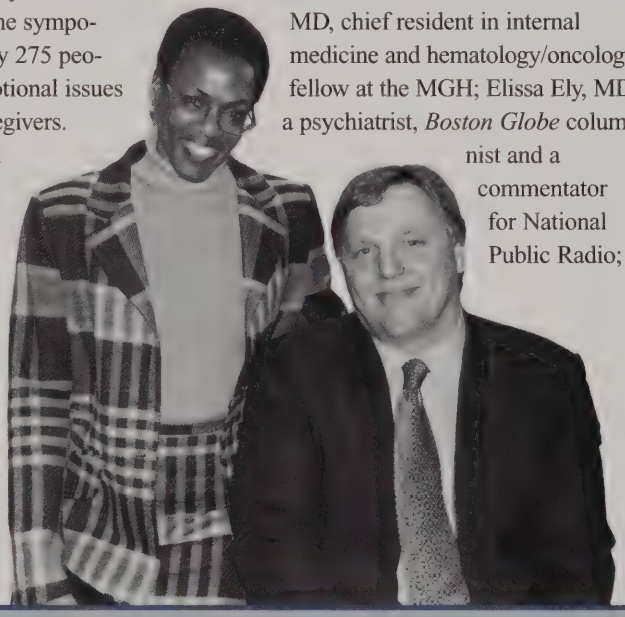
	Regular Cost	Employee Cost	Annual Savings
Bus	$20.00	$16.00	$48.00
Subway	$27.00	$21.00	$72.00
Combo	$46.00	$37.00	$108.00
Combo +	$48.00	$40.00	$96.00
Zone 1	$64.00	$52.00	$144.00
Zone 2	$72.00	$60.00	$144.00
Zone 3	$82.00	$70.00	$144.00
Zone 5	$104.00	$92.00	$144.00
Zone 6	$112.00	$100.00	$144.00
Zone 7	$120.00	$108.00	$144.00
Zone 8	$128.00	$116.00	$144.00
Zone 9	$136.00	$124.00	$144.00

Schwartz Center symposium continues patient / caregiver dialogue

As the widow of Sen. Paul Tsongas, Nicola Tsongas has a different perspective about end-of-life issues than does Ross Neisuler, MD, an internist with Harvard Pilgrim Health Care. Their kindred passion about the subject, however, came through at the first symposium sponsored by the Kenneth B. Schwartz Center. The symposium, attended by approximately 275 people, focused on human and emotional issues involving patients and their caregivers.

Tsongas and Neisuler joined nine other panelists Feb. 24 at the Westin Hotel for the symposium "Renewing Our Vows: A Conversation with Patients and Caregivers." The event was designed to stimulate public awareness and create discussion about patient-caregiver issues. Moderated by John Hockenberry, news correspondent for "Dateline NBC," the panel explored end-of-life issues and addressed caregiver-patient communication. It also focused on the spirit and emotions of patients in addition to their diseases or disorders.

The panel, representing a cross-section of the health care industry and its patient populations, included: Paula O'Connor, MD, chief resident in internal medicine and hematology/oncology fellow at the MGH; Elissa Ely, MD, a psychiatrist, *Boston Globe* columnist and a commentator for National Public Radio; Wendy Levinson, MD, a primary care physician at the University of Chicago and expert in physician-patient communication; Robert Master, MD, chief medical officer for Neighborhood Health Plan and expert in chronic illness and disabilities; Rina Spence, founder, president and CEO of Spence Centers for Women's Health and former CEO of Emerson Hospital; Ellen Bergeron, RN, a nurse at St. Elizabeth's Hospital; David Ropeik, a reporter at WCVB- TV; Margaret Xifaras, a law partner at Lang, Xifaras & Bullard; and Leonard Zakim, executive director of the New England Regional Office of the Anti-Defamation League. Ropeik, Xifaras and Zakim shared their experiences as patients battling cancer. ●



Left, the MGH's Paula O'Connor, MD, was a panelist at the Schwartz Center's symposium moderated by journalist John Hockenberry.

Partners intern and resident retreat

Interns and first-year specialty residents from the MGH and BWH recently attended the first Partners "Core Curriculum Retreat," sponsored by the Partners Education Committee and by department chiefs and other faculty from the MGH, BWH and Spaulding. The half-day conference was designed to encourage discussion about various topics that may not be covered formally in the course of training. Break-out groups delved into medico-legal, ethical and social issues, such as domestic violence, end-of-life care, caring for difficult patients and balancing work and home.

John Herman, MD, *left,* from the MGH Department of Psychiatry, and Lynn Peterson, MD, of the BWH Department of Surgery, moderated a session that explored the challenge of delivering bad news to patients. "The retreat was a great opportunity for residents from both institutions to pause for a few hours away from hospital pressures and discuss important issues faced by physicians every day," says Herman. "For example, giving patients bad news is something every resident will encounter — whether they are in psychiatry, surgery, cardiology or another discipline. Residents from varied clinical backgrounds were able to share practical and effective advice gleaned from their own experiences."

Samuel O. Thier, MD, Partners president and CEO, talked to the house officers about the scope and mission of Partners. This was the first such retreat to be sponsored by MGH or Partners and will serve as the foundation for planning future events.

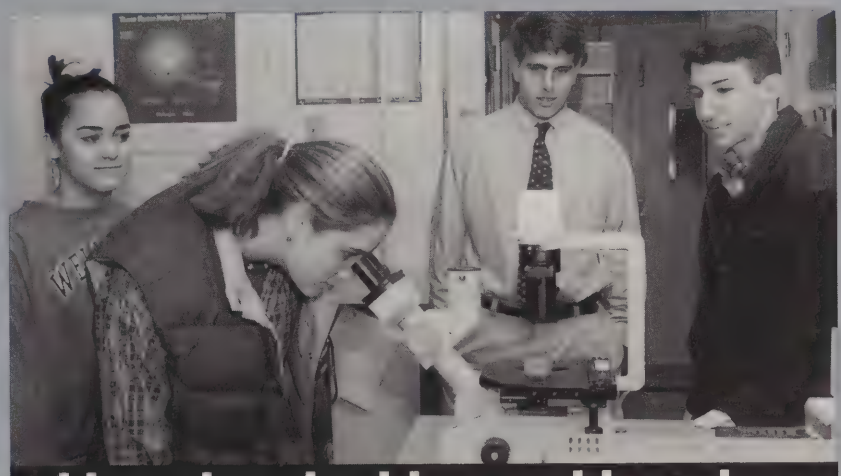
— T passes

(Continued from Page 1)

plete an application — available through the Payroll Office, Police and Security and Parking departments — by March 20 to receive an April pass. Passes, which are nontransferable, are distributed with paychecks on the last Thursday of each month.

"By offering a public transportation subsidy to employees, we are giving something back to people who can't or don't drive to work," says Bonnie Michelman, director of MGH Police, Security and Parking. "These commuters are helping decrease our parking problem and aiding the environment by leaving their cars at home. I am so thrilled we are finally able to reward commuters with financial support, and I hope this will encourage other employees to consider taking public transportation."

MGHers with monthly parking privileges are not eligible to buy a subsidized T pass. For more information about the T pass or parking programs, call Joan Kyle, parking ambassador, at 4-5131; Cheryl Lyman, supervisor in Finance, at 4-2819; or Richard McKinney, manager of Parking and Commuter Services, at 6-4023. ●



Listening, looking and learning

This February, students from teacher Ralph Bowman's advanced placement biology class at Wellesley High School toured three MGH laboratories on Jackson 13 for a morning of enrichment with physicians, scientists and lab technicians. The students visited the Cardiovascular Thrombosis Lab directed by Eric Grabowski, MD, of Pediatric Hematology/Oncology and the Cardiac Unit, whose son, Paul, is a member of the class; the Cardiac Ultrasound Computer Center, where they spoke with Noah Liel-Cohen, MD, and Mark Handschumacher, senior applications programmer, of the Cardiac Unit; and the Gene Therapy Lab, where they met with Mason Freeman, MD, chief of the Lipid Metabolism Unit.

Pictured above, from left, Wellesley High School juniors Laure Bernal, Jennifer Page, Hayden Gallary and Jon Hatoun examine cells during their tour of the Cardiovascular Thrombosis Lab.

IN GENERAL

Lisa Najavits, PhD, of the MGH Addiction Services and of McLean Hospital, recently received the Chaim Danieli Young Professional Award from the International Society of Traumatic Stress Studies.

Postdoctoral fellow **Yonguang Yang, MD, PhD,** of the MGH Transplantation Biology Research Center received a $10,000 MGH Cancer Center Award. Yang is studying biologic aspects of bone marrow transplantation, specifically, graft-versus-leukemia and graft-versus-host diseases.

— Stop smoking

(Continued from Page 1)

status one-third of the time and failed to discuss smoking cessation with most of the patients they knew were smokers," says Anne Thorndike, MD, the study's first author. "Right now a lot of opportunities to help people quit are being missed."

Nancy Rigotti, MD, director of Tobacco Research and Treatment at the MGH and a co-author of the study, noted that the temporary peak seen in counseling rates occurred in 1993, the year the nicotine patch was introduced to the U.S. market. "We suspect that the increase in smoking treatment seen in 1993 is associated with the heavy marketing of the patch to both physicians and the general public."

Other coauthors of the study were Daniel Singer, MD, and Randall Stafford MD, PhD. All authors are from the General Medicine Division of the MGH. ●

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MGH HOTLINE

WHAT'S HAPPENING

MGPO quarterly staff meeting
All MGPO physicians and employees are invited to attend the MGPO second-quarter staff meeting March 4, 5:30 to 7 pm, in the O'Keeffe Auditorium. Speakers include W. Gerald Austen, MD, president and CEO of the MGPO; James J. Mongan, MD, president of the MGH; and Samuel O. Thier, MD, president and CEO of Partners.

Children and HealthCare Week
The Pediatric Nursing Department, the Pediatric Service and other MGHers associated with the care of children and their families are preparing for Children and HealthCare Week, March 15 to 21. The following events will be included among many throughout the week:

Nominations for Family-Centered Care Awards
The Family-Centered Care Awards reception will take place March 20, at 2 pm, in the Walcott Conference Room. The awards recognize MGH employees, nominated by their colleagues, who have gone above and beyond their work or practice to support principles of family-centered care. Nominations, which will be accepted through March 6, should include a short paragraph stating how the individual supports family-centered care and be sent to Judy Newell, RN, MSN, Ellison 16 or Brenda Miller, RN, Ellison 3, in the PICU. For information, call 4-5720.

Children's health fair and concert
"Health Care Everywhere," a health fair welcoming children and their parents from the MGH and the surrounding communities, will take place March 18, 10 am to 1 pm and 3 to 6 pm, in the Wellman Conference Room. More than 20 interactive booths and a concert by "Celebration Soup," a nationally-known singing trio headed by Noel Paul Stookey of "Peter, Paul and Mary," will be featured among many interactive events. The concert will be held at 6:30 pm in the O'Keeffe Auditorium. Tickets are free, but due to limited seating, reservations need to be made by calling 4-KIDS (4-5437).

Patient and Family Support Program
The MGH Cancer Center's Patient and Family Support Program will sponsor, "Should I Take Part in a Clinical Trial ?," a seminar hosted by Bruce Chabner, MD, chief of Hematology/Oncology and clinical director of the MGH Cancer Center, March 5, 2 to 3 pm, in the Cox 8 Conference Room. To register, call 4-1822.

Lawrence Fellowships of the Hinduja Foundation
The Hinduja Foundation is currently accepting applications for the Lawrence Fellowships, which were established to honor the long and outstanding service to the foundation and to the MGH of John Lawrence, MGH Trustee. The fellowships support the development of outstanding young health professionals pursuing careers in clinical and translational research and promote professional, educational and cultural exchange between India and the United States. Applications for basic investigations contributing to advancements or improvements in medical care may also be considered. Young investigators of Asian-Indian origin who have not yet reached the rank of assistant professor are eligible. For awards to begin July 1, applications are due March 20. For information, call Greg Koski, MD, at 4-9821.

MS Walk
Join other MGHers for a 10K walk to benefit the National Multiple Sclerosis Society March 29, noon, at the Hatch Shell. The walk is being sponsored by the MGH Missing Links/Cycling Team. For information, contact Sam Roberts at 6-3394 or at *roberts.samuel@mgh.harvard.edu.*

Annual nursing conference
The third annual MGH Vascular Nursing Conference, "Beyond 2000," will take place March 6, 8 am to 4 pm, and March 7, 8 am to 3 pm, at the Dedham Hilton. Topics will focus on innovations in vascular patient care and wound care. Partners employees may attend the conference at reduced rates: day 1, $50; day 2, $75; and both days, $100. Contact hours are pending. To register call Ginger Capasso, RN, at 6-3836.

PERKS: Cellular One
The Cellular One office on White 14 has expanded its service, giving all employees the opportunity to obtain cellular service at the MGH. The current offer includes an $11/month rate plan and a permanent charge of 36 cents per minute during peak hours (Monday to Friday, 7 am to 7 pm), 32 cents per minute during off peak hours (Monday to Friday, 7 pm to 7 am and weekends). There is no activation fee. Customers will receive a complementary Nokea 918 phone, which includes a battery, an overnight AC charger and a car charger. A two-year commitment to the service is required.

To sign up for this offer, contact Kathleen Kennelly, the Partners Cellular Coordinator, at 6-9184, or visit the Cellular One office, White 1425, from 8:30 am to 3 pm. Questions may also be directed to Heidi Anderson, account representative, at (617) 640-5401.

Burn surgeon dies

Conrado C. Bondoc, MD, a long-time surgeon in Burn and Trauma Services, died earlier this month following a short illness. He was 73. During his 30-plus years at the MGH, Bondoc was a guiding force in the research and development of the hospital's first organized skin bank, and worked extensively in that area until his retirement last summer. Bondoc, a resident of West Newton, leaves his wife and three children.

MASSACHUSETTS GENERAL HOSPITAL

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March 6, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Bald is Beautiful ball to support bone marrow transplant patients

MGHers are invited to dance the night away or just enjoy a festive evening for a good cause at the MGH Bone Marrow Transplant Program's third annual Bald is Beautiful ball March 20, 7 pm, at the Hyatt Regency Hotel. The event benefits the program's patient care fund, which assists families that lack resources including housing, transportation and medication needed to support their loved one's care.

Bone marrow transplantation is an aggressive medical intervention used to treat certain life-threatening diseases, including some forms of cancer. In treating advanced cancers, large doses of chemotherapy and/or radiation are used to destroy malignant cells that remain in the body after conventional cancer treatment. This aggressive attack on cancer cells, however, also destroys the patient's bone marrow, which produces blood cells and key components of the immune system. To complete the treatment, healthy bone marrow

(Continued on Page 2)

THE EVENT BENEFITS PATIENTS OF THE BONE MARROW TRANSPLANT UNIT WHOSE FAMILIES LACK THE RESOURCES TO SUPPORT THEIR LOVED ONE'S CARE.

The power of poetry

***Boston Globe* columnist, poet and playwright** Patricia Smith inspired both tears and laughter as she gave a dramatic reading of her poetry to a room packed with MGHers at a celebration last week in recognition of Black History Month.

Darnell Williams, chair of the Association of Multicultural Members of Partners (AMMP), said having Patricia Smith was a wonderful experience for the MGH: "It allowed a multi-racial and cross-institutional group of individuals to hear and see a powerful delivery of poetry. Through her captivating performance, she increased awareness of racial issues without necessarily talking about race."

Smith has earned many prestigious awards for her work, including the American Society of Newspaper Editors' Distinguished Writing Award, which she recently received for the second year in a row.

The event was sponsored by AMMP and held in the Partners Learning and Diversity Office, Charles River Plaza. ●

Children and HealthCare WEEK

Don't forget National Children and HealthCare Week is March 15 to 21. Stay tuned to next week's *Hotline* for details of the week-long celebration of events at the MGH.

Human studies integration completed

Following a comprehensive, yearlong process, the Partnerswide integration of human studies activities is now complete. Applications for most research studies involving human participants now are reviewed by the two institutional review boards (IRBs) based at the MGH and BWH on a first-in, first-out basis. A separate IRB was established last year to review adult oncology protocols from Dana-Farber/Partners CancerCare.

The project started a year ago with the introduction of common application forms and procedures for research projects at all Partners hospitals. In the second phase, two reorganized IRBs — each with representation from both hospitals — reviewed applications from the institutions where they were based. The third phase, which started early this month, sends completed applications to the committee scheduled to meet the soonest, reducing the time involved for approvals.

IRBs review all research studies involving human participants to make sure they are well designed scientifically and do not infringe on the rights of participants to be fully informed about any risks involved. In addition to streamlining the process by which study protocols are submitted and reviewed, the Partnerswide integration is designed to make it easier to conduct cross-institutional studies.

"This activity is right at the intersection of the key areas of patient care, research and medical ethics," says Eugene Braunwald, MD, Partners vice president for Academic Programs."Our success in integrating operations in such critical areas is a testament to the collaborative spirit we're building at Partners."

MGHers with questions about the review process should contact Greg Koski, MD, PhD, director of Human Research Affairs, at 4-9821 or the Human Studies Office at 6-3493. ●

Untangling the web:

The hospital's World Wide Web (WWW) home page provides patients, families, staff and employees with important information about MGH-related transportation issues, including directions, shuttle schedules, parking and Big Dig construction updates. Patients or visitors with Internet access can be referred to the site, or MGHers can print pages to mail or fax to those inquiring.

To access the site, go to the MGH home page by entering its URL or WWW address in the box at the top of your browser (e.g., Microsoft Internet Explorer or Netscape Navigator): *http://www.mgh.harvard.edu.*

— Bald is Beautiful

(Continued from Page 1)

or stem cells must be reintroduced into the patient's body. In a successful transplant, the marrow is replenished, giving rise to healthy blood cells and a new immune system.

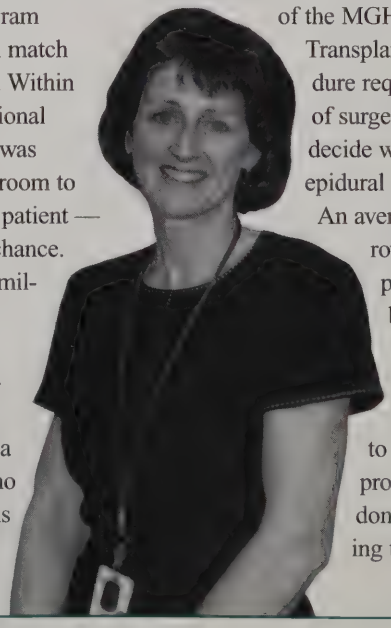
The MGH Bone Marrow Transplant Program, which began five years ago, has several functions. Available treatments include autologous stem cell transplants, which use the patient's own stem cells or bone marrow, and genetically matched or mismatched allogeneic transplants using the bone marrow of a sibling or close relative. The program also is beginning related allogeneic stem cell transplants, serves as a national collection center for unrelated donors and holds an annual donor drive for MGH employees.

The Bald is Beautiful ball will feature a silent auction, dinner buffet, dessert bar and music. Lester Strong, WHDH Channel 7 co-anchor and health reporter, will be guest speaker. Tickets cost $50 per person and may be purchased by calling Cindy Bolduc at 4-1127. ●

Hope for bone marrow transplant patients

Four years ago, employee Ginny Trask of Pediatric Neurology, *below,* registered to be a bone marrow donor through the MGH Bone Marrow Transplant Program's donor drive by taking a simple blood test. Then, in November of 1996, she received a call from the National Marrow Donor Program informing her she was a potential match for a patient needing a transplant. Within two months, Trask received additional screening and testing and finally was wheeled into an MGH operating room to help give a 43-year-old leukemia patient — a husband and father — his last chance.

Despite the presence of three million names listed in the registry, reports Thomas Spitzer, MD, of Hematology/Oncology and director of the MGH Bone Marrow Transplant Program, there is still a significant number of patients who cannot find a donor. Three-fourths of the people who do not have a match within their families require an unrelated donor. "It is a gift of life that only a few people can give," he says.



According to Steven McAfee, MD, of Hematology/Oncology and assistant director of the MGH Bone Marrow Transplant Program, the procedure requires one to two hours of surgery, and patients may decide whether to have an epidural or general anesthesia. An average of a liter of marrow is drawn from the pelvic bone in the lower back. After some initial discomfort, donors usually can resume normal activities one to two weeks after the procedure. "Universally, donors thank us for allowing them to participate and

inding the MGH

Scroll down to view the second icon — a map and compass — in the left column.

Click on the map or on the text "Finding the MGH." This will link to a "Visitors Page" with other links to detailed information about directions, parking news at MGH, Central Artery traffic updates, local maps, shuttle schedules and departments affiliated with MGH Police and Security. To view these pages from the "Visitors Page," place the cursor over the descriptive text or icon. Click the mouse button, and a wealth of information about the MGH and its community will appear.

are more than willing to donate a second time," McAfee says.

Although the patient who received her marrow survived only two months after the transplant, Trask does not regret having undergone the procedure. She sees the experience as life-changing. "I felt the huge responsibility of someone's life depending on me and thought about it every day. My whole family was pulling for a person we did not know. I had a tremendous amount of faith in the MGH and looked at the experience as an adventure, well worth the sacrifice of some minor discomfort. I was going into the procedure on the lucky side."

Trask's own faith is unwavering. After the required yearlong waiting period, she has registered again to be a bone marrow donor and eagerly awaits another phone call from the national registry. She concludes, "It was a tremendous experience, and I would definitely [illegible] again."

For information about the MGH Bone Marrow Transplant Program, call 4-1127.

Pamela J. Ellis award: a call for nominations

Last year the MGH established an award in memory and recognition of the outstanding performance of Pamela J. Ellis, an executive secretary at the MGH who died in October 1996. Coinciding with National Secretaries Week this April, the second Pamela J. Ellis Memorial Secretarial Award — a gift of $1,000 — will be given to the outstanding nominee who best represents the qualities that Ellis demonstrated during her tenure at the MGH. Eileen White of the MGH Social Service received the first award last spring.

Ellis, who died two days before her 32nd birthday, worked with George Baker, MD, then the associate general director for Medical Affairs. Baker says the award honors Ellis for the remarkable qualities and values she exhibited daily in her work at the MGH. "Pam mixed basic kindness with impressive self-motivation and self-deprecating humor. She was very good at her job."

All MGH clerical support staff — secretaries, administrative assistants and office personnel — including those from the MGH Institute of Health Professions and the MGPO, are eligible for the award. Any employee — a supervisor, co-worker or colleague — may submit a nomination for selection review by a committee of administrators, secretarial personnel and human resources representatives.

The nomination form *(below)* and short essays may be cut out and sent to Human Resources on White 1405 by mail or fax at 6-6866. Drop-off boxes will be available at the following locations: White 1405; Central Lobby information desk; the MGH Mailroom; and CNY Building 149, seventh floor. Nominations also may be e-mailed in a similar format to Amy Vacchina at *vacchina.amy@mgh.harvard.edu.*

The celebration and award ceremony will take place April 22, from 11:30 am to 2 pm. The location is to be announced.

The Pamela J. Ellis Memorial Secretarial Award

I nominate _____ Dept. _____

Unit no. (if known) _____ Job title _____

Nominee's phone _____

Submitted by _____ Relationship to nominee _____

Job title _____ Dept. _____ Phone _____

1. Please cite examples of how the nominee exhibits strong interpersonal skills, warmth in approach and compassion in dealing with others.
2. In what way does the nominee demonstrate professionalism, service to patients / families / customers and a commitment to the highest work ethic?
3. Please provide an overall statement about the excellence of the nominees secretarial work.

Please attach short essay answers to this form.

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MGH HOTLINE

WHAT'S HAPPENING

MGH Development moves

The MGH Development Office will move from 101 Merrimac St. to 100 Charles River Plaza, suite 600, March 9. The main numbers — telephone, 6-2200 and fax, 6-7661 — and all other extensions will remain the same.

Exercise and cancer treatment

The MGH Cancer Center's Patient and Family Support Program will sponsor "Exercise, During and After Cancer Treatment," a free seminar for patients and families of the center, March 9, 4 to 5 pm, in the Cox 8 conference room. To register, call 4-1822.

Free diabetes screening

The MGH Diabetes Prevention Program (DPP) will hold free blood sugar screenings March 11, 7 to 11 am, in the Central Lobby. Those planning to participate should avoid eating or drinking anything but water for 4 to 12 hours before the test. Participants will learn more about the DPP and its six-year study on disease prevention. For more information, call 4-3197.

Ethics seminar on confidentiality

The MGH Ethics Task Force will present "Confidentiality: It's Everybody's Business," a forum March 11, from 5 to 6 pm, in the Wellman Conference Room. A reception will take place at 5:30 pm. Speakers include Nancy Earnley, RRA, Partners corporate manager of Confidentiality and Data Security; Greg Koski, MD, PhD, chair of the MGH Human Studies Committee; Sally Millar, RN, MBA, director of Integrated Clinical Support Systems; and Carolyn Wood, JD, Partners Office of the General Counsel. For more information, call 4-9340.

Children and HealthCare Week

The Pediatric Nursing Department, the Pediatric Service and others at the MGH associated with the care of pediatric patients and their families are preparing for Children and HealthCare Week March 15 to 21. The following events will be included among the week's activities:

Pediatric care conference
The Department of Nursing Clinical and Professional Development will present "The New Millennium: Pediatric Compendium of Care" March 19, 7:30 am to 5 pm, in the O'Keeffe Auditorium. Elizabeth Ahmann, RN, ScD, contributing editor of *Pediatric Nursing Magazine,* will give the keynote address about family-centered care. The conference is free for MGH employees, $25 for employees of Partners-affiliated institutions, $10 for students of MGH-affiliated schools and $60 for all others. Advanced registration is required. To sign up, call 6-3111.

Children's health fair and concert
"Health Care Everywhere," a children's health fair welcoming children and their parents from the MGH and the surrounding communities, will take place March 18, 10 am to 1 pm and 3 to 6 pm, in the Wellman Conference Room. More than 20 interactive booths and a concert by "Celebration Soup," a renowned singing trio headed by Noel Paul Stookey of "Peter, Paul and Mary" will be featured. The concert will be held at 6:30 pm, in the O'Keeffe Auditorium. Tickets are free but, because of limited seating, need to be reserved by calling 4-KIDS (4-5437).

Art fair submissions
MGH pediatric patients of all ages, children of MGH employees and youngsters from local schools and day care centers are encouraged to submit art work for the MGH KIDS Art Fair. Pictures should reflect the theme "Who or What Keeps Us Healthy and Safe." Prizes will be awarded on creativity and detail. Send submissions by March 16 to: MGH KIDS Art Fair, John D'Angelo, VBK 613.

Additional information about Children and HealthCare Week and related events will be included in next week's *Hotline.*

Relieve stress

Receive a free head or neck massage at the Employee Assistance Program's (EAP) "Stress Fair" March 12, 11:30 am to 1:30 pm, in the Wellman Conference Room. All employees are invited to this informational event focused on stress reduction. Booths will include information about aromatherapy, exercise programs, smoking cessation, nutrition and more. The fair also will be held March 26, in BWH's Carrie M. Hall Conference Room. For information, call the EAP at 6-6976.

Free tax return preparation for some MGHers

As the April 15 federal and state tax deadline approaches, MGHers making $25,000 or less will have the opportunity to receive free professional tax help. Sponsored by the MGH Volunteer Department in collaboration with Volunteer Income Tax Assistance, two accountants will be available from 6 to 8 pm for one-hour appointments March 10, 17, 24 and 31. To schedule an appointment, call the Volunteer Department at 6-8540.

Biostatistics course

The Clinical Research Program and the General Clinical Research Center will sponsor "Seminars in Biostatistics for Physiologic Investigators," a four-session course March 12, 19, 26 and April 2, from 4 to 5 pm, in the Wellman Conference Room. Registration is required. To sign up, visit the website *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Treadwell offers OVID classes

The Treadwell Library will offer introductory Internet classes March 11 and 27 at 10 am; OVID MGH classes March 18 at 11 am and March 24 at noon; and WEB/OVID class March 17 at 10 am. All classes are held in Treadwell Library conference room. To reserve a place, call 6-8600.

MGH softball

The MGH Softball League is about to begin its season and is looking for MGHers interested in playing competitive softball. Games will be held Fridays from 5 to 7:30 pm, in the ballfields behind the hospital along the Charles River. For information, call Bill Alyward at 4-6523.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

March 13, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH rollout of PeopleSoft set for April

A new software system designed to streamline financial and procurement activities will be introduced throughout the MGH April 1. Called PeopleSoft, the system will improve administrative functions such as purchasing, accounts payable and general ledger by putting current procedures online. The MGH implementation begins a Partners-wide introduction of the software.

"With PeopleSoft, which integrates the materials management, purchasing and accounts payable processes, employees can input and track basic accounting and procurement functions directly from computer terminals equipped with Windows 95," says Mary Gomperts, Materials Management and Accounts Payable project manager for PeopleSoft. "By eliminating the paper process, employees will save time, decrease the steps in the current process and be able to track transactions." Gomperts adds that PeopleSoft is expected to help consolidate management reports and enhance contract bidding.

Some 25 MGH departments identified as major users of the system will be the first to use the software. Users from those departments—such as Nursing, Radiology and Clinical Labs— currently are being trained.

The hospital also is inaugurating a new procurement and requisition process, revising check request forms and introducing new general ledger reports. A new financial chart of accounts, which is a general ledger table used to identify accounts, was developed to help standardize procedures such as charging back for services, completing new requisitions and making journal entries.

The new chart of accounts includes business units, cost centers, fund codes and account numbers *(see chart)*. While new account numbers will be used in the general ledger, materials management and accounts payable system, current numbers will be maintained for payroll transactions.

For employees who do not access PeopleSoft online, a user's guide is being distributed to provide information, instructions and new forms for the procurement and check request process as well as the new chart of accounts.

For more information about PeopleSoft training, call David Ladeau at 6-1693, and for information about the new chart of accounts, call Jim McGlynn at 4-2416.

PeopleSoft chart of accounts terms

Business unit (four digits):
Represents a legal entity such as:
- Partners HealthCare System
- Massachusetts General Hospital

Fund code (two digits):
Allows identification of an account's properties such as:
- Unrestricted - Operating
- NIH

Account number (six digits):
Classifies types of expenses and revenue such as:
- Pharmaceuticals
- Repairs - equipment

Cost center (four digits):
Represents an operating unit such as:
- Surgical Nursing Office
- Neurochemistry Lab

Project ID (six digits):
Identifies capital projects, individual grants and various funds such as:
- Interneuron Research Fund
- USPHS: Induction of Allograft

Pamela Wrigley, RN, of the MGH Operating Room Nursing Service, gives a demonstration to youngsters at last year's Health Care Everywhere fair.

MGH celebrates Children and HealthCare Week

Children and their parents from the MGH and the surrounding communities are invited to participate in the hospital's celebration of National Children and HealthCare Week March 15 to 21. Sponsored by the Pediatric Nursing Department, the Pediatric Service and others at the MGH associated with the care of children, the weeklong event will feature a variety of programs and activities that focus on child and adolescent health care.

According to Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics, Children and HealthCare Week highlights the MGH's commitment to family-centered care. He says, "This event will be a wonderful success thanks to the outstanding efforts of many MGHers — including members of the *(Continued on Page 2)*

— Children and HealthCare Week

(Continued from Page 1)

pediatric medical, nursing and support staffs."

The following activities and events are scheduled for the week:

- On "Hurt Alert Day" March 16, Mary Lou Kelleher, MS, RN, pediatric clinical nurse specialist, will visit the PICU, the playrooms on Ellison 17 and 18, and ACC 7, giving 10-minute presentations about controlling pediatric pain. Those interested in joining or scheduling a session may call Kelleher at 4-5720.
- A pediatric medicine and nursing grand rounds, entitled "Medical and Legal Issues in Pediatric Care," will be led by Catherine Ayoub, EdD, of the MGH Psychology Department, March 17, noon, in the O'Keeffe Auditorium.
- "Health Care Everywhere," a children's health fair, will take place March 18, from 10 am to 1 pm and 3 to 6 pm, in the Wellman Conference Room. The fair will feature health screenings and more than 20 interactive displays on a variety of health subjects. Highlights include a teddy bear clinic, in which children learn how to care for themselves when they are sick or injured by practicing on stuffed animals; an opportunity to explore a real ambulance; and a visit to "Fire Safety House," a mobile home run by the Boston Fire Department to teach about fire hazards.

  The Eat Street Cafe will offer kid's food choices, music, decorations and a make-your-own sundae table.

  The singing trio "Celebration Soup" will provide musical entertainment throughout the day in the Wellman Conference Room and give a concert at 6:30 pm, in the O'Keeffe Auditorium.
- A conference, "The New Millennium: Pediatric Compendium of Care," offered by the Department of Nursing Clinical and Professional Development, will be held March 19, 7:30 am to 5 pm, in the O'Keeffe Auditorium. Elizabeth Ahmann, RN, ScD, contributing editor of *Pediatric Nursing Magazine*, will give the keynote address on family-centered care. The conference is free for MGH employees, $25 for employees of Partners-affiliated institutions, $10 for students of MGH-affiliated schools and $60 for all others. Nursing contact hours are available. Registration is required. To sign up, call 6-3111.
- The Family-Centered Care Awards reception will take place March 20, 2 pm, in the Walcott Conference Room. The awards recognize MGH employees, nominated by their colleagues and co-workers, who have gone above and beyond their work to support principles of family-centered care.

Planning committee members, all from Pediatric Service, include (from left) Judy Sacco; Mary Lou Kelleher, MS, RN; Ronald Kleinman, MD; Linda Dinius; Julie Goldman, RN; and John D'Angelo.

ADVANCES

Acetaminophen can increase anticoagulation in patients taking warfarin

People who take the blood-thinning drug warfarin are at increased risk of excessive anticoagulation if they also take large amounts of the pain reliever acetaminophen, according to an MGH study in the March 4 *Journal of the American Medical Association*. Excessive anticoagulation is known to raise the risk of major bleeding.

"While acetaminophen generally is a very safe drug for pain and fever, continuous use — for seven days or more — by patients on warfarin should prompt closer monitoring of anticoagulation levels to reduce the risk of hemorrhage," says Elaine Hylek, MD, MPH, of the MGH Medical Practices Unit, the paper's first author. Acetaminophen is often the pain reliever of choice for people with potential bleeding problems because aspirin and nonsteroidal anti-inflammatory drugs like ibuprofen can cause gastric bleeding.

Warfarin is taken by millions of people with a heart condition called atrial fibrillation to prevent the development of blood clots that could cause strokes. It also is taken to prevent clots around replacement heart valves and to dissolve clots in the legs or lungs. Patients taking warfarin usually have a monthly blood test called the INR to measure their levels of anticoagulation.

In their survey of 289 patients from the hospital's anticoagulation unit, the researchers found that those with an INR greater than 6 — a level associated with increased hemorrhage risk — were more likely to have used acetaminophen in the preceding weeks than those with an INR in the target range of 2 or 3. Patients who took the equivalent of at least four regular-strength (325 mg) acetaminophen tablets per day for seven days or longer had 10 times the risk of an INR of 6 or more. The risk dropped at lower dosages, and there was no increased risk in those taking six or fewer tablets per week.

Hylek's co-authors on the study were Daniel Singer, MD; Heather Heiman; Steven Skates, PhD; and Mary Sheehan, RN, all of the MGH Department of Medicine.

Kelleher, who has chaired the planning committee for the weeklong event, reports that last year, MGH's Children and HealthCare Week program received an Award for Excellence from the Association for the Care of Children's Health. She states, "This year's celebration will be even bigger and better than last year's." ●

Judge issues decision against Spaulding

A **Suffolk** Superior Court judge has ruled against Spaulding Rehabilitation Hospital in a lawsuit claiming the Commonwealth of Massachusetts breached a contract related to the Central Artery Project. The decision was handed down March 9, nearly a year after the 44-day trial began.

Partners officials and attorneys for Spaulding currently are reviewing the 48-page decision and evaluating the possibility of an appeal.

"We are disappointed with Judge [Margaret] Hinkle's ruling," said David Storto, interim president of Spaulding. "We will continue to do all that we reasonably can to mitigate the adverse impact of the construction and to protect the Spaulding environment for our patients, staff and visitors. The safety and accessibility of Spaulding and our commitment to providing high-quality patient care remain our top priorities."

Spaulding decided more than a year ago that, regardless of the outcome of the lawsuit, it would remain on Nashua Street during construction. The hospital already has spent significant funds to decrease noise, vibration and dust and to preserve access to the hospital. Such measures include installing new windows, replacing air-handling systems, expanding shuttle service and opening an inpatient unit at Massachusetts Eye and Ear Infirmary. Peak construction around the hospital is expected to begin later this year, with construction continuing for another eight years.

(Continued on Page 4)

Vincent program seeks to comfort bereaved families

Since its opening in 1994, the Vincent Obstetrics Service has provided a full spectrum of care for women and their families, addressing all aspects of pregnancy and birth. These services include support for those who experience a loss through miscarriage, fetal death, stillbirth or neonatal death. In 1996, Vincent Obstetrics joined with the MGH Pediatric Bereavement Team to expand services for bereaved families.

The joint bereavement team meets monthly to ensure the hospital is offering consistent, comprehensive care tailored to each family that has lost a child. The team provides counseling, follow-up phone calls, support groups and chaplaincy services to families in need, as well as bereavement training for staff. Along with resource information, available in English and Spanish, families also are offered a memory box that contains appropriate items to help memorialize the child. The team also invites families that have experienced losses to an annual memorial service, which draws more than 250 parents, families and caregivers.

Recently, the Board of Managers of the Vincent Memorial Hospital, which is the obstetrical/gynecological service at MGH, provided funding for the team to continue offering memory boxes to families that experience a loss. "The integrated care of women and their families has always been a priority for the Vincent," says Carol Steele, BSN, president of the Vincent Board of Managers. "We are honored to help support this project that is so meaningful to grieving families who need validation of their loss."

Below, from left, Lori Clark Carson, RN, MSN, nurse manager for MGH Vincent Obstetrics and the NICU; Carol Steele, BSN, president of the Vincent Board of Managers; Fredda Zuckerman, LICSW, of Vincent Obstetrics and coordinator of the Pediatric Bereavement Team; and Judy Newell, RN, MSN, nurse manager for Pediatrics and Vincent Gynecology.

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MGH HOTLINE

WHAT'S HAPPENING

MS walk
Join other MGHers for a 10K walk to benefit the National Multiple Sclerosis Society March 29, noon, at the Hatch Shell. The walk is being sponsored by the MGH Missing Links Cycling Team. For information, contact Sam Roberts at 6-3394 or at *roberts.samuel@mgh.harvard.edu.*

Course on epilepsy
Harvard Medical School and the MGH Epilepsy Service will offer "Fits, Faints and Funny Turns: Diagnosis and Management of Paroxysmal Neurological Disorders in 1998," a CME course for primary care providers, internists, nurse practitioners and residents, March 20, 8:30 am to 5 pm, at the Bay Tower Room, 60 State St., Boston. MGH speakers include F. Michael Cutrer, MD, director of the Headache Unit; Jeremy Schmahmann, MD, co-director of the Ataxia Unit; Jeremy Ruskin, MD, director of the Cardiac Arrhythmia Service; and Jeffrey Weilberg, MD, of Psychiatry. The conference fee is $150. A reduced fee of $100 is available for fellows and residents. Lunch will be provided. For registration, call 432-3826 or sign up, 7 to 8:15 am, the morning of the conference. For additional information, contact the MGH Epilepsy Service at 6-3311.

Edible treats for blood donors
Beginning March 13, the MGH Blood Donor Center will give employee blood donors coupon books that each contain five coupons redeemable at either the Coffee Central or the Eat Street Cafe. Because of limited space in the MGH parking garages, the Blood Donor Center can no longer issue parking vouchers to employee donors. Nonemployee donors may continue, however, to receive parking validation. For information, call Richard Carson at 6-3618.

FDA information for research coordinators
The Clinical Research Program will offer "A Visit from the FDA" as part of its seminar series for research coordinators March 26, noon to 1 pm, in the Wellman Conference Room. Staff from the regional FDA office will provide the latest information about FDA requirements, including how and why an audit is initiated, what auditors are looking for, how long records must be kept and whether electronic records are necessary. Lunch will be provided, and registration is required. Please contact Lee Leahy at 6-3310.

Volunteers sought for Daffodil Days
Volunteers are needed to help package and sell flowers March 26 to 28 for the American Cancer Society's Daffodil Days campaign, sponsored by the Network for Patients and Families of the MGH Cancer Center. This event is part of a nationwide effort to build awareness and raise money to support the fight against cancer. Bouquets of 10 daffodils may be purchased for $5 through March 18. Those interested in placing an order or in volunteering may call Anne Manning at 4-8255.

Sexuality film series
MGH Psychiatry will host the next film in its series exploring human sexuality March 25, at 6:30 pm, in the Walcott Conference Room. The featured film, "The Night Porter," is about an affair between a former Nazi officer and a concentration camp survivor. A discussion will follow the presentation. Admission is free. For information, contact William Pirl, MD, at 4-6300, mailbox 133-1177.

MASSACHUSETTS GENERAL HOSPITAL

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— *Spaulding*

(Continued from Page 1)

In the lawsuit, Spaulding maintained that the Massachusetts Highway Department breached a 1993 contract to take the hospital by eminent domain because of the extensive impacts associated with construction of the Charles River Crossing section of the Artery Project. In January 1995, the state announced it had adopted a design that was not covered by the contract and that it would not need to take the hospital. Spaulding contended that the revised design was substantially similar to the earlier design and that construction impacts from the new design would be at least as burdensome as under the previous design. The new design, Spaulding argued, was covered by the contract and the state should take the hospital.

After discussions with Central Artery officials failed to reach an acceptable resolution, Spaulding filed a lawsuit in August 1995 seeking monetary damages for breach of contract to compensate it for expenses and losses related to the construction. ●

New outpatient pharmacy to open April 1

The new outpatient pharmacy will open April 1 in the Ambulatory Care Center (ACC) building, adjacent to the main lobby. MGH employees, patients and physicians can use the pharmacy's services, including prescriptions, refills, consumer education, call-in refills and mail delivery.

An open house will be held March 20, 4 to 6 pm. The pharmacy hours will be Monday through Friday, 9 am to 5:30 pm; Saturday, Sunday and holidays 9 am to 12:30 pm. For more information about pharmacy services, call 6-7442. ●

March 20, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH leads Charles Street T station modernization

The MGH has taken the lead in rallying community support to renovate the Charles Street/MGH T station, creating better accessibility for MGH patients as well as employees, staff and the general public.

Recently, the MGH helped form a coalition of community groups and institutions — including Massachusetts Eye and Ear Infirmary (MEEI), Shriners Burns Hospital, Charles River Park, Beacon Hill Civic Association and the Cambridge Street Business Association — to work with the MBTA to obtain funding for the renovation project, which is estimated to cost approximately $25 million.

The station's difficult access has long been a concern for the MGH, MEEI and Beacon Hill businesses and residents. The current configuration requires those arriving at the station to traverse two steep flights of stairs and a narrow, elevated walkway between the train platform and Cambridge Street. While the station features an elevator to street level, riders end up at the base of the station in the center of Charles Circle, where they must cross two lanes of traffic at the busy intersection.

At the first coalition meeting in February, Bob Prince, general manager of the MBTA, promised funds for the planning and preliminary design of the new station. MGH officials offered a contribution of $2.5 million

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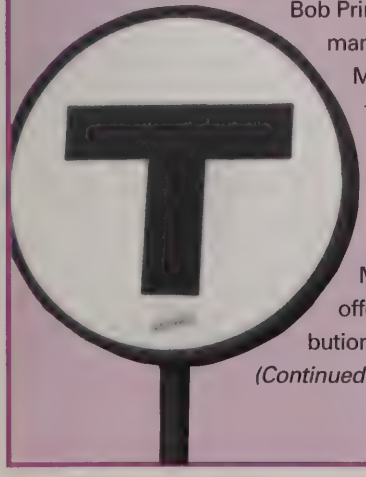


New pediatric clinic

Anyone walking down the corridor on ACC 7 cannot miss the colorful "dancing windows," the lopsided stained glass squares marking the entryway to Pediatric Ambulatory Care, the MGH's pediatric outpatient primary and multispecialty care unit. Recently redesigned to be more bright, cheerful and attractive, the facility is inviting for children, adolescents and parents passing through its doors.

(Continued on Page 3)

MGH patient Shelby Petzoldt, 2, enjoys the new Pediatric Ambulatory Care clinic on ACC 7.

— T station modernization

(Continued from Page 1)

toward the total cost of the project. In addition, James J. Mongan, MD, president of the MGH, and MBTA officials are seeking federal, state and city funding to complete the project.

"Because of design issues at the station, we are concerned that patients, especially those with physical impairments, are unable to navigate safely to the hospital," says Mongan. "With the support of community organizations and institutions, we are hopeful that federal, state and MBTA funding can be obtained to build a station that is a safe, pleasant and convenient place for everyone."

"... WE ARE CONCERNED THAT PATIENTS, ESPECIALLY THOSE WITH PHYSICAL IMPAIRMENTS, ARE UNABLE TO NAVIGATE SAFELY TO THE HOSPITAL."
— JAMES J. MONGAN, MD

According to Lee Webb, vice president for Partners Real Estate and Facilities, the MGH also has offered to "adopt" the station after reconstruction to provide ongoing maintenance. The hospital could use the station's wall space for displays promoting good health practices. "Not only will a renovation improve the station's accessibility," Webb says, "but the MGH hopes a modernized and improved facility will be more welcoming to everyone who passes through the station." ●

— New pediatric clinic

(Continued from Page 1)

According to Ronald Kleinman, MD, associate chief of Pediatrics and unit chief of Pediatric Gastroenterology and Nutrition, the new space has made accommodating children and attending to their needs much easier. He says, "We are delighted that for the first time we really have an outpatient space that is identified as a pediatric area."

The project, primarily intended to update the waiting room and reception areas, was completed last fall after a two-year process led by committees of MGH staff, professional designers and parent focus groups.

"A real effort was made to meet everyone's needs, those of visitors and staff," says Brenda Ferdinand, practice manager of Pediatric Ambulatory Care. She adds, "The area is designed with children in mind, yet it is a [illegible] where adolescents can feel comfortable."

The new space features low and open reception counters, more welcoming for parents and small children than the previous setup in which the counters were closed off by glass and so high that children's views were blocked. The waiting area includes a diverse selection of magazines, books and toys appropriate to a variety of ages. Refurbished exam rooms and nursing stations are among the many other updates throughout the unit.

"WE ARE DELIGHTED THAT FOR THE FIRST TIME WE REALLY HAVE AN OUTPATIENT SPACE THAT IS IDENTIFIED AS A PEDIATRIC AREA."
— RONALD KLEINMAN, MD

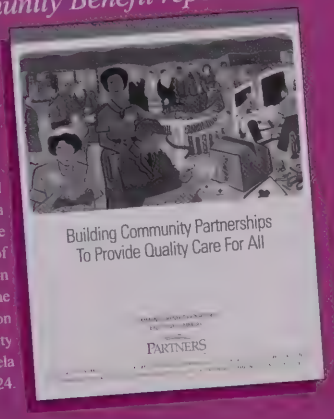
As always, the clinic serves a wide age span of young patients, from infants to young adults, and houses primary care and subspecialty practices, allowing patients to receive their care in one location.

Carol Petzoldt of Bridgewater, whose 2 year-old daughter, Shelby, has been an MGH patient since her birth at the hospital, has witnessed the clinic's transformation and is very pleased: "I love the new design. It's very comfortable as well as convenient."

The Pediatric Ambulatory Care unit operates Monday through Friday, 7:30 am to 5 pm, and is open every other Saturday, 9 am to noon. For general information, call Brenda Ferdinand at 6-8714. ●

Partners Community Benefit report

The Partners Community Benefit program has produced a report summarizing the community partnerships and health improvement activities developed throughout the Partners system. The 1997 report, which features MGH initiatives in Revere, Chelsea and Charlestown, will be available the week of March 23 in publication bins located throughout the hospital. For more information about the Partners Community Benefit report, call Pamela Bingham-Freeman at 4-6424.



Supporter of women's health issues honored

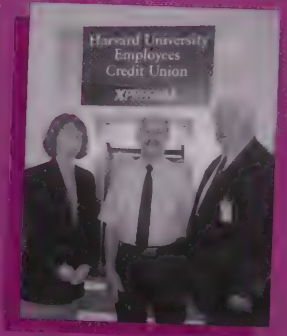
Eunice Howe, a longtime volunteer and supporter of women's health issues at the MGH, was recently honored for her service to the hospital at a luncheon hosted by the MGH Women's Health Committee, which she founded along with Jane Claflin, honorary MGH trustee and chair of the committee. She was recognized for her commitment to women's health with the dedication in her name of a library to be located on Blake 10, which houses the Women's Health outpatient units.

"Eunice Howe's dedication and inspiring leadership have helped make excellent care for women and their families a successful component of the MGH service," says Karen Carlson, MD, director of the MGH Women's Health Associates.

From left, Judy Friend, MGH trustee; Karen Carlson, MD; Eunice Howe; and Jane Claflin.

Credit union ATM

The Harvard University Employees Credit Union has installed a new ATM on Clinics 1 to increase accessibility to members. Ellen Addelson, MGH branch manager, is pictured with credit union board members Edward Emde, *center;* of MGH Environmental Services and John Donovan, of Partners Transportation Services. For more information, call 6-1630.



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MGH HOTLINE

WHAT'S HAPPENING

Reimbursement claims

MGH and Partners-affiliated employees who contributed to a health care or dependent care account in 1997 need to submit their claims for reimbursement by March 27. For claim forms and accompanying documentation, send requests to the Partners Benefits Office, 101 Merrimac St., fifth floor, or call 6-8133.

Lecture on women's professional development

The Partners Office for Women's Careers at the MGH will sponsor a lecture by Janet Bickel, associate vice president for Institutional Planning and Development and director of Women's Programs, Association of American Medical Colleges, March 26, 4 to 5 pm, in the O'Keeffe Auditorium. Refreshments will be served before the presentation. All are welcome to attend and no registration is necessary. For information, call 4-5229.

Cancer Center support seminars

The MGH Cancer Center Patient and Family Support Program offers a series of ongoing seminars for patients and their families. Next week's seminars include "Cancer Physiology and Terminology" March 24 and "What to Expect from Treatment" March 26. Both seminars take place noon to 1 pm, in the Cox 8 conference room. To register or for more information, call the Cancer Resource Room at 4-1822.

Outpatient Pharmacy to open

The new Outpatient Pharmacy, designed exclusively for MGH patients, physicians and employees, will open for business March 27 with the official grand opening April 1 in the ACC. The pharmacy will be open Monday through Friday, 9 am to 5:30 pm, and Saturday, Sunday and holidays, 9 am to 12:30 pm. For information, call Theresa Visconti at 6-7442.

National teleconference on grief

The Palliative Care Service at MGH will join 2,000 other organizations across the United States and Canada as a local host for the Hospice Foundation of America's fifth annual National Bereavement Teleconference April 22. "Living with Grief: Who We Are, How We Grieve," a live-via-satellite video teleconference, will explore how such factors as culture, spirituality, gender and age influence the experience of loss and the expression of grief. The program will be moderated by Cokie Roberts of ABC News and will feature a panel of distinguished guests. The conference will be broadcast from Washington, D.C., and will air in the Bigelow Amphitheater, White 4. The event is free and open to the MGH community. For more information, call Nan Lawless at 4-9197.

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds March 27, noon to 1 pm, in the Walcott Conference Rooms. This month's discussion is entitled "The Great Pain Dilemma: Lucidity versus Comfort." Lunch will be served starting at 11:45 am. To attend, call the MGH Thoracic Oncology Center at 4-6862.

Bake sale

The MGH Pediatric Hematology/Oncology and Vascular Surgery departments will host a bake sale to benefit pediatric patients and their families March 27, beginning at 9:30 am, outside the MGH General Store and Flower Shop.

Time management in clinical trials

The Clinical Research Program will sponsor a workshop entitled "Time Management for Entry-Level Coordinators in Clinical Trials, Phase I/II," April 9, 1 to 5 pm, in the Burr Conference Room. For registration and other information, call Lee Leahy at 6-3310.

Collaborations in research between MGH and MIT

The Mallinckrodt General Clinical Research Centers (GCRC) at the MGH and MIT will present a discussion about clinical research at the two centers and ways to promote collaborations between the two institutions. The meeting, open to clinical investigators, will be held March 24, 3 to 4 pm, in the O'Keeffe Auditorium. No registration is necessary. For more information, call 6-6886.

Cancer fatigue awareness activities

Oncology nurses at the MGH and other Dana-Farber/Partners CancerCare institutions will participate in a nationwide effort sponsored by the Oncology Nursing Society and Ortho Biotech, Inc. to enhance awareness of cancer fatigue among clinical staff and patients. Throughout the week of March 30, several educational events will take place at the MGH:

- The MGH Cancer Center Patient and Family Support Program will present "Staying Afloat with Fatigue: During and After Cancer Treatment," a program for cancer patients and their families, March 30, 11 am to 1:30 pm, in the O'Keeffe Auditorium. The speakers panel — which will include MGH physicians, nurse practitioners and patients — will feature Meryl Winningham, PhD, APRN, director of the International Institute for the Advancement of Health Care Engineering. Registration and the lunch reception start at 11 am and the panel discussion begins at noon. For advance registration, call 4-1822 or stop by the Cancer Resource Room in the Cox Lobby.
- A Cancer Fatigue Wellness Fair, with information tables and resources for coping with cancer fatigue, will take place March 30, 1 to 4 pm, in the O'Keeffe Auditorium.
- A Nursing Grand Rounds "Understanding Fatigue in the Patient with Cancer," led by Kathy Dietz-Lovett, RN, MA, MS, AOCN, will take place April 2, 1:30 to 2:30 pm, in the O'Keeffe Auditorium.

For information about cancer fatigue awareness activities, including events held at Dana-Farber Cancer Institute and BWH, call 4-1822.

MASSACHUSETTS GENERAL HOSPITAL

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March 27, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Vitamin D deficiency appears common in hospital patients

MGH researchers have found that a surprising number of adult hospital inpatients are deficient in vitamin D, a nutrient required for the maintenance of healthy bones. In their study of 290 patients admitted to the hospital's medical service, they found that 57 percent could be considered deficient in vitamin D and 22 percent severely deficient. Even in a subgroup of 77 patients with no known risk factors for vitamin D deficiency, 41 percent showed levels that could be considered deficient. The report appeared in the March 19 issue of *The New England Journal of Medicine.*

"This finding suggests that vitamin D deficiency is more common than currently appreciated in the general population," says Joel Finkelstein, MD, of the MGH Endocrine Unit, the paper's senior author. Melissa Thomas, MD, PhD, the study's first author, adds, "In light of these results, we believe that more patients should be screened and treated for low vitamin D levels."

The researchers reviewed patients' records for characteristics that might affect vitamin D levels, interviewed participants about their diets and sun exposure and tested blood samples for levels of vitamin D and parathyroid hormone, which plays a major role in the exchange of calcium between the bones and the bloodstream. The researchers note that many of the study participants who reported vitamin D intakes in line with current recommendations — based on both consumption of dairy foods and taking vitamin supplements — still showed deficient blood levels of vitamin D.

Additional MGH co-authors of the study are Donald Lloyd-Jones, MD; Ravi Thadhani, MD, MPH; Albert Shaw, MD, PhD; Donald Deraska, MD; Barrett Kitch, MD; and Eleftherios Vamvakas, MD, PhD.

Hospital receives JCAHO results

The MGH recently received a final score of 91 percent from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey that was conducted at the hospital last September.

According to Maryanne Spicer, MGH director of Corporate Compliance, this year's score is the best the hospital has ever received on the JCAHO survey. "The staff should be pleased about the results," says Spicer. "This score, combined with the laboratory services survey score of 96, is particularly good considering our size and complexity."

The resulting score was based on the hospital's performance measured against more than 300 standards in all areas of clinical care. The score translates into a full accreditation status with a few areas recommended for improvement.

The survey team identified six improvement areas that the hospital is

(Continued on Page 2)

Heather Peach, MGH child life specialist, and Amanda Mennino, 6, of Swampscott, enjoyed some pretend finger casting last Wednesday at the "Health Care Everywhere" fair celebrating National Children and HealthCare Week.

More than 500 children and adolescents from the Boston area, including those who arrived in school and day care groups, visited the extravaganza in the Wellman Conference Room. Sponsored by the Pediatric Nursing Department, the Pediatric Service and other groups associated with the care of children, the fair featured numerous educational activities and interactive booths encouraging children to look, touch and feel as they learned about health and safety.

— JCAHO survey results

(Continued from Page 1)

addressing and must report back to the JCAHO in writing within six months. According to Spicer, the identified areas were mostly related to documentation or control systems. The citations were limited to single, specific issues, making the ability to correct the problems relatively simple. Two of the six areas already have been corrected and reported; the other areas currently are being addressed. "With only a few areas requiring follow-up with the JCAHO, the entire staff is allowed the time to build upon our high level of achievement and to continue our rate of progress, rather than making corrections," says Spicer.

The survey, which meets the federal government's requirements for certification, was conducted by a five-member JCAHO team that randomly inspected clinical areas — including outpatient sites, patient care units and procedural areas such as the operating rooms and the Cardiac Catheterization Laboratory. Surveyors also queried staff about hospital initiatives and procedures such as fire and disaster planning, patient rights, community benefits and the hospital's mission.

According to Spicer, the staff was well prepared for the survey because of the outstanding efforts of a hospitalwide steering committee, which for three years audited staff programs and conducted mock surveys and other training efforts. One helpful educational tool, she says, was the FYI initiative that was used to disseminate information about the JCAHO survey *(see sidebar below).* ●

PARTNERS **PeopleSoft Project**

PEOPLESOFT

PeopleSoft information update

As part of the MGHwide implementation of a new finance and procurement software system on April 1, teams working with PeopleSoft have focused their efforts on a dedicated customer contact center to help guide employees through the new system and provide ongoing support. Along with a new Internet web site and online assistance, information will be available through information sessions and call-in lines for the next few weeks.

In addition to the online implementation, the hospital is revising procurement, requisition and check request forms to accommodate the new chart of account numbers. The new chart, as well as a user's guide and customer contact list, have been distributed to administrative directors, department heads and business managers for the MGH, MGPO and the research community.

Information also can be accessed through the Partners PeopleSoft website at *http://is.partners.org/peoplesoft.* Beginning April 1, this site will help translate the current general ledger chart of accounts to the new PeopleSoft chart of accounts. ●

Contact list for questions about PeopleSoft

- **Computer devices, network questions**
  "My machine will not connect to the network."
  the IS help desk at 6-5085
- **Materials Management and Accounts Payable**
  "How do I submit a check request?"
  "Where can I get more requisition forms?"
  Call 6-2265
- **Primary vendor forms**
  (requisitions sent directly to vendor)
  "How do I get more Staples forms?"
  Call 4-1710 or Standard Register at 4-1717
- **Invoices**
  "Has my vendor been paid?"
  Call 6-2142
- **Chart of accounts**
  "What is the account number for utilities?"
  "How do I get a new cost center number?"
  Call Jim McGlynn at 4-2416, Diane Spiliotis at 6-2138, Research; Susan Murphy at 4-6518, MGPO; or General Fund, MGH Budget Office at 4-4537

PeopleSoft information sessions

Mar. 31	10:30 to 11:30 am	O'Keeffe Auditorium
Mar. 31	4 to 5 pm	O'Keeffe Auditorium
April 1	9 to 10 am	CNY, 7th floor
April 1	1:30 to 2:30 pm	CNY, 7th floor
Ap[illegible]	4 to 5 pm	CNY, 7th floor
Ap[illegible]	9 to 10 am	CNY, 7th floor
April 6	12:30 to 1:30 pm	CNY, 7th floor
April 7	10:30 to 11:30 am	O'Keeffe Auditorium

FYI initiative steps out

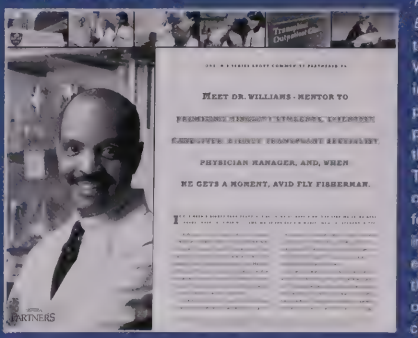
The MGH FYI initiative — which includes a poster series, a column in *Hotline* and targeted messages through the e-mail system — began last summer as a communication tool to prepare for the JCAHO survey. Because of the initiative's success, the poster series has been extended to continue reminding the MGH community about the hospital's values, goals and mission. The new set of FYI posters produced recently features important messages that stem from information the hospital has learned through patient satisfaction surveys.

The "Put Yourself in our Patients Shoes" posters were developed by a group of MGH staff that reviewed the patient satisfaction survey results. "We were looking for a way to spread some basic messages," says Elizabeth Mort, MD, director of Operations Improvement. "The survey results showed us that patients rate emotional support and respect as very important to their hospital experience. The group felt the FYI posters would be an ideal way to remind MGH employees about these basic issues."

Maryanne Spicer, director of Corporate Compliance, says that the FYI initiative proved to be a powerful educational tool during the JCAHO survey. "We thought it would be fitting to sustain the poster series to periodically bring important [illegible] to the entire MGH community," she says.

FYI
PUT YOURSELF IN OUR
PATIENTS' SHOES
Patients and visitors come to the MGH for many reasons. And while they are here, they depend on each of us to make their experience a positive one. Each of us can make a difference.
Be sensitive to their situations.
See things from their perspective.
Answer questions and address concerns.
Provide clear, consistent information and be sure they understand.
Let them know what to expect.
MASSACHUSETTS GENERAL HOSPITAL

MGH physician featured in Partners advertisement



Readers of the March 26 *Boston Globe, Boston Herald* and *Bay State Banner* had the chance to meet MGH physician Win Williams, MD, in an advertisement promoting community partnerships throughout the Partners system. This ad is part of an ongoing campaign that focuses on the efforts of individual Partners employees to improve the health and well-being of people in their communities.

Outpatient Pharmacy to open April 1

MGHers had the opportunity to take a peek at the new Outpatient Pharmacy during its open house March 20. Employees, patients and visitors could see first hand the pharmacy's enhanced services that will add to the convenience of its new in-house location.

Services include state-of-the-art technology for filling and dispensing prescriptions that will reduce waiting time. To further expedite the process, physicians can fax prescriptions, call in refills or use the drop-off box, located between the pharmacy and the Main Lobby. Medication counseling and general patient education will be offered to all pharmacy customers, as well as a prescription mailing service.

Located in the ACC adjacent to the Main Lobby of the hospital, the pharmacy will be open to MGH physicians, patients, employees and their families, beginning April 1, 9 am to 5:30 pm, Monday through Friday, and 9 am to 12:30 pm, Saturday, Sunday and holidays.

The new phone number for the Outpatient Pharmacy is 4-3100. The fax number is 6-3789. ●

Employees of the new Outpatient Pharmacy take a break from the open house: from left, Sejal Amin, Alfonso Herranz, Holly Wheeler, Robert D'Orlando and Lisa Franchi.

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Please recycle *Hotline* in any white paper recycling box.

MGH HOTLINE

WHAT'S HAPPENING

Babies at Bayside

The MGH will be present next weekend at Boston's biggest Baby Faire, a two-day consumer exposition for prospective parents and families with young children at the Bayside Expo Center. The MGH and North Shore Medical Center will unite under a Partners banner to host a booth, and BWH, an official sponsor of Baby Faire, will be in a neighboring exhibit. The fair will take place April 4, 9 am to 5 pm, and April 5, 10 am to 5 pm. Admission is free for children and $7 for adults. Discount admission coupons are available for $2 at Toys "R" Us stores. For information, call the KISS 108-FM information line at (781) 395-5477 ext. BABY (2229).

Caring for cancer patients

The MGH Cancer Center Patient and Family Support Program invites MGH and Partners-affiliated employees to a program entitled "Stress, Caring and Coping in Oncology and Palliative Care" April 6, 1 to 3 pm, in the O'Keeffe Auditorium. CEUs are pending. For information, visit the Cancer Resource Room in the Cox Lobby or call 4-1822.

Schwartz training session at Chelsea

All MGH care providers are invited to attend the fourth in a series of training sessions sponsored by the Kenneth B. Schwartz Center, April 9, noon to 1:30 pm, at the MGH•Chelsea HealthCare Center. The topic will be "Cultural Health Benefits in the Southeast Asian Community." To register, call 887-4137.

Timilty chorus to perform

The Timilty Supreme Chorus will perform April 1, at 6:30 pm, at the James P. Timilty Middle School, 205 Roxbury St., Boston. The chorus, comprised of students, teachers and administrative staff from the school, has sung at the last two MGH holiday parties.

Tickets are $7 and may be purchased by calling the MGH/Timilty Partnership Office at 4-3210.

Mentor nominations

Nomination forms for the 1998 A. Clifford Barger Harvard Medical School (HMS) Excellence in Mentoring Award — which have been sent to all HMS and Harvard School of Dental Medicine faculty, appointees and students — are due May 4. Send nominations to: Nancy Kaufman, Harvard Medical School, Office of Learning and Diversity, Building A, Room 151 B, Boston, MA 02115. For forms and other information, call 432-1037.

Computer training

Partners Information Systems will offer software training for MGH and Partners-affiliated employees this spring at Partners Learning and Diversity, Charles River Plaza, 185 Cambridge St. Courses will focus on standard software programs used throughout Partners. Classes at the introductory and intermediate levels are available. For schedules and registration, visit Human Resources on White 14, at Blossom Court or CNY 7, Building 149. Schedules also are available online at *http://phs_web1/is home/education.* For other information, call (800) 315-0895.

Tae Kwon Do

Learn self-defense, improve strength and flexibility, and increase confidence and cardiovascular stamina by taking Tae Kwon Do — a martial art emphasizing a dynamic workout of the body and mind. The MGH Tae Kwon Do program will begin its new session March 30. Classes meet three times a week, Monday and Thursday from 6:30 to 7:30 pm and Friday from 5:30 to 6:30 pm, in the Ruth Sleeper Hall basement. The fee is $40 per month. Those interested in registering may attend class the first week or contact Woosik Chung at 6-5227 or *whcung@helix.mgh.harvard.edu.*

Partners-sponsored PBS series to air

Partners Psychiatry and Mental Health Services is the local sponsor of a national public television series called "Moyers on Addiction: Close to Home" to air March 29, 30 and 31 at 9 pm on WGBH, Channel 2. Hosted by television journalist Bill Moyers, the series takes an in-depth look at the public health problem of substance abuse.

"The members of Partners Psychiatry and Mental Health are proud to sponsor the Moyers series," says Hamilton Moses, MD, vice president at Partners. "Its look at one of the nation's most critical public health problems and its message that help is available, will serve many individuals in communities across the country."

An encore broadcast of the program will be shown Sunday, April 5 at 5 pm on WGBX, Channel 44.

IN GENERAL

Tae-Wan Kim, MD, PhD, of the MGH Genetics and Aging Unit, was named as one of the first two recipients of the Nesson Award. Kim shares the honor with **George DeSanctis, MD,** of Medicine at BWH.

Presented by Partners and named for H. **Richard Nesson, MD,** the former CEO of Partners HealthCare System and BWH president, the $50,000 award supports promising biomedical scientists early in their careers and encourages collaboration between the MGH and BWH.

The National Academy of Sciences inducted two MGHers — **Ronald Newbower, PhD,** senior vice president for Research and Technology, and **Ronald Tompkins, MD, ScD,** of the Department of Surgery and chief of Medical Staff of Shriners Hospital for Children — as fellows in the American Institute for Medical and Biological Engineering.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

April 3, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

CIMIT holds symposium for potential collaborators

What are the best ways to translate the latest developments in areas such as imaging, optics and computing into improvements in patient care? How can the scientific skills and resources found in hospitals, universities, government and industry be brought together to create innovations that will shape 21st century medicine? One effort to find answers to those questions is CIMIT — the Center for Innovative Minimally Invasive Therapies.

A consortium currently involving the MGH, BWH, the Massachusetts Institute of Technology and Draper Laboratories, CIMIT has an overall goal of facilitating translation of technical advances in fields ranging from fiberoptics to robotics into new clinical applications that will both improve the quality of care and reduce costs. Last week 40 representatives of more than medical-related companies attended the first CIMIT symposium to learn how they might become involved in CIMIT as consortium members, research colleagues or supporters.

"We've spent more than a year working on the organization, mission and structure

(Continued on Page 2)

Don't forget

Daylight-saving time kicks in April 5 at 2 am. Remember to turn your clocks ahead one hour.

April snows have their rewards

On April 1, 1997, records were broken as the Boston area received more than 24 inches of snow. The April Fool's Day blizzard made it virtually impossible for anyone to travel.

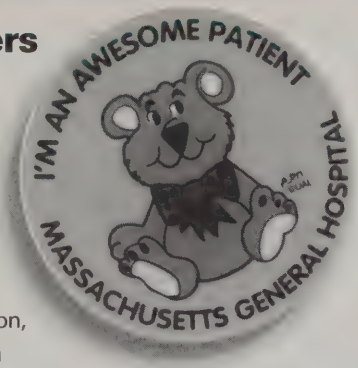
For Roseann and Howard Haywood of Everett, however, staying at home that day was not an option. A patient of Thomas Toth, MD, director of the MGH Vincent Obstetrics and Gynecology In Vitro Fertilization (IVF) Unit, Roseann was scheduled to undergo an egg retrieval in the hopes of becoming pregnant.

"All I ever wanted my whole life was to have a baby," she said. "I wasn't about to let a snowstorm stop me."

Toth had left his home early that day, and made it into the MGH without too much difficulty. The storm, however, impeded the journey of one of the most vital members of the

(Continued on Page 3)

Pediatric stickers available



MGH Pediatrics stickers and a variety of other items, including stationery and folders with the MGH Pediatrics logo, now are available through Standard Register. For more information, please call John D'Angelo in Pediatric Administration at 4-3758. ●

— *CIMIT*

(Continued from Page 1)

of CIMIT, and this was really our 'coming out party,' where we presented ourselves to potential industrial partners," says John Parrish, MD, chief of MGH Dermatology Service and director of CIMIT. "We are eager to hear about their interests and needs and, if necessary, to redesign ourselves to ease future collaborations."

Parrish says that the symposium generated a lot of useful feedback and suggestions that will be followed up in both individual contacts and in a second symposium to be held this fall. CIMIT will be featured in the next issue of MGH's *Research Perspectives,* to be published in May. ●

PARTNERS PROGRESS

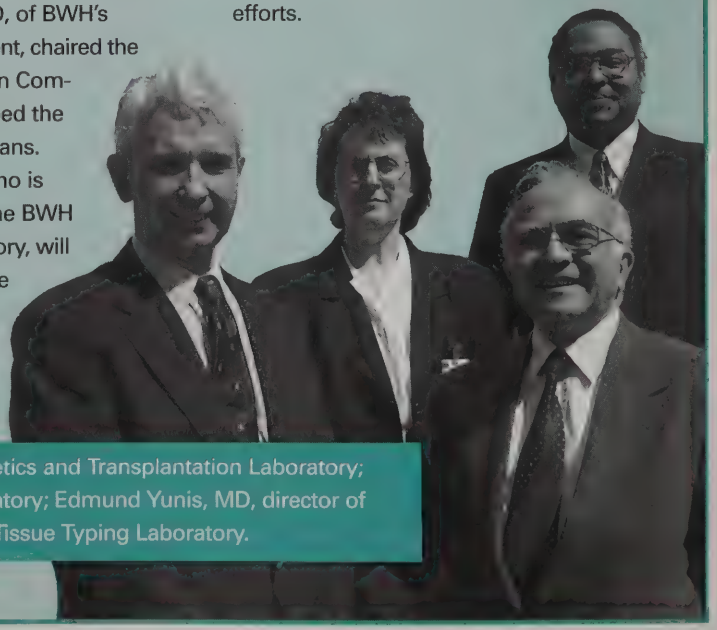
Partners tissue typing laboratories consolidate

Partners HealthCare System and Dana-Farber Cancer Institute (DFCI) will create a single laboratory to provide tissue typing and immunological monitoring services. The MGH Tissue Typing Laboratory will join with the BWH and DFCI Tissue Typing and HLA laboratories under single leadership to create a center of excellence. These three laboratories provide vital information used in solid organ and bone marrow transplantation, as well as DNA-based HLA genotyping for diagnostic purposes. Until the physical consolidation of the laboratories takes place, current operations will continue at the three sites.

The combined efforts will serve the MGH, BWH, DFCI, as well as 14 other centers in New England and through the New England Organ Bank (NEOB). "The combined laboratories have excellent staff who have worked hard together to make this happen," says Robert Colvin, MD, chief of the MGH Pathology Service. "The laboratory should provide strong clinical support for our superb transplant programs and will be well positioned for future growth."

According to Colvin, the consolidation will produce the country's largest combined laboratory service of this type affiliated with an academic center. The collaboration of physicians, scientists and technologists will offer high-quality services to patients and clinicians at a competitive cost. The consolidation also will permit more flexible staffing and efficient service while providing a fertile environment for research and training of staff, residents and technologists.

Robert Handin, MD, of BWH's Hematology Department, chaired the HLA Lab Consolidation Committee, which developed the initial consolidation plans. Edgar Milford, MD, who is currently director of the BWH Tissue Typing Laboratory, will serve as director of the newly integrated lab and will lead the effort to integrate services across the three sites. Charles Carpenter, MD, director of the BWH Immunogenetics and Transplantation Laboratory, will be co-director. Susan Saidman, PhD, director of the MGH Tissue Typing Laboratory, will serve as associate director, and Edmund Yunis, MD, director of the DFCI HLA Laboratory, will be a consultant in the area of specialized, high resolution testing. An advisory committee comprised of physicians, scientists and administrators from all three institutions and the NEOB will support the consolidation efforts.



From left, Charles Carpenter, MD, director of BWH Immunogenetics and Transplantation Laboratory; Susan Saidman, PhD, director of the MGH Tissue Typing Laboratory; Edmund Yunis, MD, director of DFCI HLA Laboratory; and Edgar Milford, MD, director of BWH Tissue Typing Laboratory.

— April snows

(Continued from Page 1)

health care team: Lucy Leykin, PhD, director of the MGH Embryology Laboratory, was snowed in at her Wellesley home.

"There is a very short window of time for egg retrieval," says Toth. "When Lucy called to say she couldn't make it, I told her she had to get here. Lucy was going to perform a fertilization procedure known as ICSI [intracytoplasm sperm injection], which involves a direct, single sperm injection into a single egg. We needed her."

Toth suggested that Leykin call the Wellesley Police and explain the situation. Assisted by a series of police caravans through neighboring towns, Leykin finally arrived at the hospital, where she performed the delicate procedure.

Nine months later, on Christmas Day, Jonathan Haywood was born at the MGH. His parents could not be happier. "The holiday was perfect," says Roseann, now the mother of a very active 3-month-old. "I thank God every day for my son. And now, snowstorms have a whole new meaning for me."

The MGH Vincent IVF Unit is one of several fertilization programs to be featured on a WCVB-TV Channel 5 HealthBeat Project program about infertility to air tonight at 9:30 pm. ●

Partners town meeting at MGH

Samuel O. Their, MD, president and CEO of Partners, will discuss a variety of topics related to Partners and answer employee and staff questions at a Partners Town Meeting April 27, 2 to 3 pm, in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

All employees and staff are invited to attend. Questions may be posed at the Town Meeting or submitted in advance via in-house mail with the pre-addressed coupon below.

Partners Town Meeting questions

Submit questions by April 22 to the MGH Public Affairs Office, 50 Staniford St., 5th floor

Question #1: _____

Question #2: _____

Spring has sprung

MGH patients received a dose of springtime cheer from the American Cancer Society (ACS) during "Daffodil Days" last week. Approximately 1,500 bouquets were donated to the MGH by local companies participating in the ACS fundraiser. Michele Ricciardi, *below,* of the Department of Surgery and a volunteer for the Network for Patients and Families of the MGH Cancer Center, helped deliver bouquets to patients. The network is a support program that matches newly diagnosed cancer patients with experienced cancer survivors. In the Boston area, the ACS sold 530,000 daffodils, raising approximately $292,720. ●

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MGH HOTLINE

WHAT'S HAPPENING

PeopleSoft information update

PeopleSoft, Partner's new finance and procurement software system, was implemented at the MGH April 1. A web site to help employees translate the new PeopleSoft system is available at: *http://is.partners.org/peoplesoft.* Employees also may obtain information by attending one of the following PeopleSoft information sessions: April 6, 9 to 10 am and 12:30 to 1:30 pm, CNY seventh floor; and April 7, 10:30 to 11:30 am, in the O'Keeffe Auditorium.

For further information, call 6-2265.

Take a child to work

MGH will celebrate "Take Our Children to Work Day," a career day for girls and boys ages 9 to 15, April 23.

Employees who would like to bring a child should contact their supervisors and consider the safety, access and appropriateness of having a child in the work area.

To register children, send the following information to Amy Vacchina via e-mail or by fax at 6-6866: employee name, department, work phone and location, child(ren)'s name(s) and age(s), relationship to child(ren) and any special considerations/disabilities of child(ren).

Schwartz training session at Chelsea

All MGH care providers are invited to attend a training session sponsored by the Kenneth B. Schwartz Center entitled "Cultural Health Beliefs in the Southeast Asian Community" April 9, noon to 1:30 pm, at the MGH Chelsea HealthCare Center. To register, call 887-4131.

Support group for women

HAVEN and the Employee Assistance Program will begin a confidential support group for Partners-affiliated employees with controlling or abusive partners. The group, which will meet in a private location for eight sessions, will provide a safe place for women to talk and learn from one another. Special care will be taken to ensure confidentiality. For more information, call 4-7849.

Cancer Center seminars

The MGH Cancer Center Patient and Family Support Program will host "Parenting When You Have Cancer," a seminar for patients and families, April 9, noon to 1 pm, in the Cox 8 conference room.

For information, visit the Cancer Resource Room in the Cox Lobby or call 4-1822.

Protecting Your Credit

The Employee Assistance Program will sponsor "Protecting Your Credit," a Work/Life seminar presented by Consumer Credit Counseling Service, April 9, noon to 1 pm, in the Wellman Conference Room. Repeat seminars will be held April 16, noon to 1 pm, in the Larry Martin Conference Room, CNY Building 149, and April 30, in the Carrie M. Hall Conference Room, BWH. For more information call 6-6976.

Forum to discuss transplantation selection

The MGH Ethics Task Force welcomes the MGH community to a forum entitled "Selection of Patients for Liver Transplantation" April 8, 5 to 6 pm, in the Ether Dome. There will be a reception at 4:30 pm. For information, call 4-9340.

Holy Week and Passover schedule

The following services will be held in the MGH Chapel during Holy Week and Passover:

April 4: Roman Catholic Mass for Palm Sunday, 4 pm.

April 5: *Palm Sunday*
Episcopal Holy Communion, 1:30 pm; Roman Catholic Mass, 4 pm. Palms will be distributed throughout the MGH.

April 6 and 7: Interfaith prayer service, 12:15 pm; Roman Catholic Mass, 4 pm.

April 8: Interfaith prayer service 12:15 pm; Episcopal Holy Communion, 1 pm; Roman Catholic Mass, 4 pm.

April 9: *Holy Thursday*
Ecumenical prayer service with Holy Communion, 12:15 pm; Roman Catholic Mass of the Lord's Supper, 4 pm.

April 10: *Good Friday and first night of Passover*
Ecumenical Meditations on the Cross, 12:15 pm; Roman Catholic Celebration of the Lord's Passion and Communion, 4 pm; Passover seder shown on hospital television Channel 16, 5 pm.

April 11: *Holy Saturday*
Roman Catholic Celebration of Easter Vigil, 7:30 pm.

April 12: *Easter Sunday*
Episcopal Holy Communion for the Feast of the Resurrection, 1:30 pm; Roman Catholic Easter Mass, 4 pm.

MASSACHUSETTS GENERAL HOSPITAL

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Partners Town Meeting
MGH Public Affairs Office
50 Staniford St., 5th Floor

Fax: 6-7475

April 10, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership focuses on Operations Improvement

The March 31 MGH leadership meeting focused on Operations Improvement (OI) at the hospital. The goal of the meeting was to update the leadership of the MGH and MGPO about the progress of OI to date and its future goals.

In his introduction, James J. Mongan, MD, MGH president, said the most often asked question about OI is: "Why do we have to continue this program if the hospital is doing well?" "My answer is that we owe it to ourselves and our patients to provide excellent quality care and to deliver it more efficiently," he said. "OI has become a regular part of our jobs, and it makes sense to continue a program that is successful."

"... WE OWE IT TO OURSELVES AND OUR PATIENTS TO PROVIDE EXCELLENT QUALITY CARE AND TO DELIVER IT MORE EFFICIENTLY."

— JAMES J. MONGAN, MD

OI initiatives throughout the hospital have eliminated more than $30 million from the hospital's expense base without adversely affecting the overall quality of patient care. Mongan said some changes that have saved costs also have resulted in focused improvements in service and clinical quality.

Mongan then introduced representatives from two OI teams to offer specific examples of how such progress has been made. Howard Kesselman, MD, of Pulmonary and Critical Care Services, described two clinical pathways started by

(Continued on Page 2)

PARTNERS PROGRESS

Newton-Wellesley Hospital moves toward affiliation with Partners

Newton-Wellesley Hospital and Partners HealthCare System took a major step toward affiliation April 8 by signing a memorandum of understanding (MOU). The MOU outlines the terms by which Newton-Wellesley would become the newest member in the Partners HeatlhCare System, and will serve as the basis for final discussions going forward.

Newton-Wellesley entered into exclusive negotiations with Partners last fall. According to Samuel O. Thier, MD, president and CEO of Partners, the hospital is a highly attractive partner because of its position as a premier community

(Continued on Page 3)

A baby makes a remarkable recovery

Immediately following her birth at the Anna Jacques Hospital in Newburyport, Mass., Lorre-Kaye Leslie developed severe lung problems as a result of meconium-stained amniotic fluid. Less than 12 hours later, she was transferred to the MGH to receive treatment for respiratory distress. With the assistance of specialized technology called venovenous ECMO (Extra-Corporeal Membrane Oxygenation), Lorre-Kaye made a remarkable and rapid recovery.

The ECMO machine, which does the work of the lungs, restores oxygen to the bloodstream. Within a course of five days — a short time period considering ECMO treatment can last several weeks — Lorre-Kaye improved and was taken off the machine. According to her physician Elizabeth Catlin, MD, unit chief

(Continued on Page 2)

From left, Kaye Leslie holding Lorre-Kaye, and Rev. Errol Leslie.

— Leadership focuses on OI

(Continued from Page 1)

the Thoracic Pulmonary OI team. One pathway uses non-invasive ventilation to improve the care of patients with respiratory failure by reducing the need for mechanical ventilation. Another pathway, which established standard practice guidelines for ventilation use, has reduced the rate of ventilator-associated pneumonia in patients with acute respiratory failure by more than half. The length of stay also was reduced to an average of six days.

Face of the future

Visitors big and small stopped by the Partners booths representing the MGH, The North Shore Medical Center and BWH at Boston's Biggest Baby Faire. The event, a consumer exposition for parents and families with young children, was held at the Bayside Expo Center April 4 and 5.

Patrick Jordan, administrative director of Radiology, recounted the Radiology OI team's establishment of a departmental voice recognition system, which speeds dictation of physician orders and reports. The system uses state-of-the-art software to transcribe a physician's spoken word directly into a computer-generated report. Once signed by the physician, the report is entered instantly into the Patient Care Information System, where it is available to other clinicians who need it. The system reduced the transcription process time by 25 percent. To date, the voice recognition system has translated into a cost savings of about $350,000.

After the audience's enthusiastic response to the OI team presentations, Britain Nicholson, MD, MGH chief medical officer, and Elizabeth Mort, MD, director of the OI program, gave an update from a recent OI cost reduction retreat. According to Nicholson, both the MGH and the MGPO must make long-term plans to develop and maintain a cost structure that will be competitive in the evolving managed care market. Specifically, the MGH and the MGPO face financial pressures from capitation and Medicare that will reduce revenues.

To better meet these demands, Mort explained, OI already has reaffirmed the shared leadership role between the MGH and the MGPO, has established a new steering committee and will develop a collaboration between specialty care management and the OI teams. The financial performance of the operational teams will be tracked on a monthly basis, and the quarterly team meetings with Mongan will continue.

Mongan ended the meeting by encouraging the leadership and the entire MGH community to contact representatives of the OI program with ideas for additional quality and service improvement as well as cost reduction initiatives. For more information about OI, call 4-4638. ●

— ECMO baby

(Continued from Page 1)

of Neonatology, Lorre-Kaye, who went home last week, had a wonderful and positive response: "She is a beautiful baby with loving parents and has done very well given the nature of her illness."

Lorre-Kaye's mother and father, Errol and Kaye Leslie, are grateful for the care that their daughter received at the MGH. Her father, who is the pastor of the United Methodist Church in Byfield, Mass., believes that both medicine and faith have contributed to his daughter's progress. With an entire church congregation praying for Lorre-Kaye, he says he cannot easily dismiss the power of prayer. "I see a miracle working through these doctors, and I'm not going to take that for granted."

With their three other children, the Leslies moved from their home country of Jamaica to the United States in 1995. They also brought along their tradition of musical ministry. The duo, having performed in many concerts in Jamaica, continue to share their musical talents with others. The couple recently released their first CD, *In His Time,* which sets traditional gospel music to reggae rhythm. The Leslies produced the entire recording on their own, including all instrumentation and vocals. ●

NSMC suspends search for new president

The North Shore Medical Center (NSMC) Board of Trustees announced April 1 that they will suspend their search for a new president and CEO. Alex Movahed, formerly chief operating officer at The NSMC, will continue to serve as interim president to complete the integration of AtlantiCare Medical Center and The NSMC.

Since his appointment last January when Michael Geaney Jr. stepped down as president of The NSMC, Movahed has overseen the integration process underway to merge AtlantiCare and The NSMC.

"It is a time when clarity and continuity of leadership and direction are essential," said Terrance Magrath, co-chairman of The NSMC Board of Trustees. "With this task in mind, the board has decided to suspend its search for the new president and CEO until the transition process is essentially complete, perhaps six to nine months from now." ●

MGHers join forces to help patient tie the knot

Wedding bells were ringing April 4 for Sam Pulsifer and his fiancee Nancy as they tied the knot at the MGH chapel. A cancer patient on White 10, Pulsifer was anxious to be "joined as one" with his beloved as soon as possible, so the decision was made to have the wedding at the MGH among friends and family, including Pulsifer's health care team. "They are the best team you would ever want," says Pulsifer of his caregivers, whom he refers to as his MGH family. "I'm glad they are here to celebrate the best day of my life with me."

The MGH family became wedding planners as everyone contributed to make the wedding and reception happen with only two weeks' notice. Rev. Ana Higbee-Barzola performed the ceremony at the MGH Chapel. Pulsifer's nurse, Kathy O'Brien, RN, planned a reception on White 10 for the happy couple, complete with a wedding cake catered by MGH Dietetics. The bridal bouquet and bridesmaid arrangements were donated by the MGH Gift and Flower shop.

Because of Pulsifer's medical condition, there was a possibility that he would have to wear a precautionary face mask during the wedding ceremony. His caregivers — including Jose Flores, MD, Michael Grossbard, MD, David Sachs, RN, Vicki Tanner, RN, Christa Gambon, RN, Marilyn Wise, MSW, LICSW and Christine Murray, RN — made sure that all medical tests were done in time, so that Pulsifer could kiss his bride mask-free. ●

From left, Marilyn Wise, MSW, LICSW; Vicki Tanner, RN; Christa Gambon, RN; Christine Murray, RN; Kathy O'Brien, RN; David Sachs, RN; and Donald Garcia. *In front,* Nancy and Sam Pulsifer and Diane MacLellan *(Sam's mother).*

— Newton-Wellesley

(Continued from Page 1)

teaching hospital. "Newton-Wellesley would be a wonderful addition to the Partners network and is consistent with our shared commitment to our teaching mission," says Thier. "We are very pleased with the progress we've made in our discussions and forward to their successful conclusion and to an affiliation with Newton-Wellesley."

According to Thier, the affiliation would also help assure Newton-Wellesley's strength and success over the long term, with the ultimate beneficiaries being the hospital's patients.

Because of its many strengths, Newton-Wellesley was able to be selective in determining which system would best complement its own mission, values and objectives. "It's exciting to move forward with Partners because they respect our interest in maintaining our identity and share our philosophy of keeping the individual needs of patients foremost," said John Bihldorff, Newton-Wellesley's president and CEO. "They also understand and support our commitment to serve our local community. We believe an affiliation not only would benefit Newton-Wellesley, but also would add value for all patients served by the Partners network."

The affiliation also must be reviewed by federal anti-trust agencies, the Massachusetts Attorney General and the Department of Public Health. ●

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MGH HOTLINE

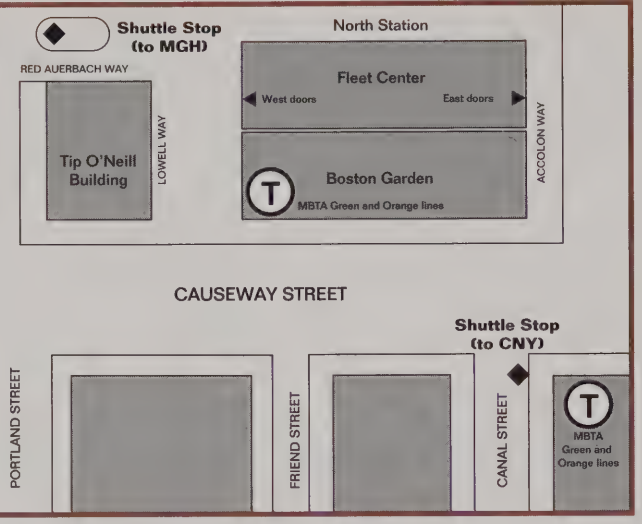
WHAT'S HAPPENING

Relocation of North Station shuttle stops

Due to demolition of the Boston Garden which began April 9, shuttle stops in the North Station area have relocated. The MGH-EAST/CNY shuttle now stops at the locations indicated on the map at right.

Flyers and posters will be distributed throughout the MGH, CNY and North Station.

For information, call Partners Transportation at 6-2250.



Holy Week and Passover schedule

April 10, the first night of Passover, a seder will be televised on hospital channel 16, 5 pm. Special kosher meals will be available in patient rooms and in the Eat Street Cafe April 10 to 18. The following services will be held in the MGH Chapel this weekend:

April 10: *Good Friday and first night of Passover*
Ecumenical Meditations on the Cross, 12:15 pm; Roman Catholic Celebration of the Lord's Passion and Communion, 4 pm.

April 11: *Holy Saturday*
Roman Catholic Celebration of Easter Vigil, 7:30 pm.

April 12: *Easter Sunday*
Episcopal Holy Communion for the Feast of the Resurrection, 1:30 pm; Roman Catholic Easter Mass, 4 pm.

For more information, call the Chaplaincy at 6-2220.

Warren library temporary schedule

The Warren Library temporarily has reduced its hours of operation to Monday through Friday, 10 am to 3 pm, with PERKS ticket sales Monday, Wednesday and Friday, 1 to 3 pm only. Normal hours of operation — Monday through Friday, 9:30 am to 4:30 pm (Fridays 4:15 pm) — will resume April 28.

Conference on grief

The MGH Palliative Care Service will be a local host for the Hospice Foundation of America's annual National Bereavement Teleconference, "Living with Grief: Who We Are, How We Grieve," April 22. This live-via-satellite video teleconference will be moderated by Cokie Roberts of ABC News and will feature a distinguished panel of experts. The program will be broadcast from Washington, D.C. and will air 1:30 to 4 pm, in the Bigelow Amphitheater, White 4. This event is free and open to the MGH community. For information, contact Nan Lawless at 4-9197.

Risk management

The Nurse Practitioner and Physician Assistant Committee will host a presentation on risk management April 20, 6 to 8 pm, in the Lawrence House. Dinner will be included. To register, call Nursing Support Services at 6-3111. For questions, call Barbara Roberge, PhD, RN, at 6-4600, ext. 6411.

Seminar for cancer patients

The MGH Cancer Center Patient and Family Support Program will present a seminar for patients and their families entitled "Relaxation and Visualization for Cancer Patients" April 15, noon to 1 pm, in the Cox 8 conference room. For information, call the Cancer Resource Room at 4-1822.

GLBA meeting

The Gay, Lesbian and Bisexual Alliance (GLBA) of MGH will hold a general meeting for employees April 17, at noon, in Burr Conference Room 2, Bartlett Hall Extension. For information, call 6-5687.

New phone numbers at Spaulding

All telephone numbers at Spaulding were changed April 6. To obtain individual and departmental extensions, call the new general number at (617) 573-7000.

Protecting Your Credit

The Employee Assistance Program will sponsor "Protecting Your Credit," a seminar presented by Consumer Credit Counseling Service, April 16, noon to 1 pm, in the Larry Martin Conference Room, CNY Building 149. For more information, call 6-6976.

Take a child to work

MGH will celebrate "Take Our Children to Work Day," a career day for girls and boys ages 9 to 15, April 23. Employees who would like to bring a child should contact their supervisors and consider the safety, access and appropriateness of having a child in the work area. To register children, send the following information to Amy Vacchina via e-mail or by fax at 6-6866: employee name, department, work phone and location; child(ren)'s name(s) and age(s), employee's relationship to child(ren) and any special considerations/disabilities of child(ren).

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

April 17, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PARTNERS PROGRESS

Partners moves toward affiliation with Faulkner Hospital

Faulkner Hospital, BWH and Partners HealthCare System took their first step toward a proposed network affiliation April 15 when leaders from the three institutions signed a memorandum of understanding.

Pending state and federal regulatory review, the proposed affiliation would create a new parent company to be named Brigham and Women's/Faulkner Hospitals Inc. (BW/F). BWH and Faulkner will each maintain its own identity, board of trustees, medical staff and administrative team. The new corporation will be a subsidiary of Partners. The affiliation is not expected to lead to any change in staffing levels at either institution.

"The potential addition of Faulkner Hospital to the Partners system is consistent with our continuing commitment to the development of a premier, integrated health care delivery system," says Samuel O. Thier, MD, Partners president and chief executive officer. "We are delighted with the decision of Faulkner Hospital to affiliate with BWH and pursue membership in the Partners network."

> **"WE ARE DELIGHTED WITH THE DECISION OF FAULKNER HOSPITAL TO AFFILIATE WITH BWH AND PURSUE MEMBERSHIP IN THE PARTNERS NETWORK."**
> **— SAMUEL O. THIER, MD**

Located on Centre Street in Jamaica Plain, Faulkner Hospital is a 144-bed nonprofit community teaching hospital that employs approximately 1,000 full- and part-time employees. Founded nearly 100 years ago, the hospital has received numerous accolades over recent years and is considered to be among the top hospitals in several areas of patient care, including breast cancer detection and treatment. ●

MGH women faculty honored

The Office of Women's Careers held a reception April 8 to honor women faculty at the MGH who received academic promotions at Harvard Medical School in 1997. Of the 17 women recognized, three were promoted to full professor, two to associate professor and 12 to assistant professor. Dozens of MGHers — including Nancy Tarbell, MD, director of the Office of Women's Careers and head of the MGH Pediatric Radiation Oncology Unit, James J. Mongan, MD, president of the MGH, and Jane Claflin, chair of the Women in Academic Medicine Committee and honorary trustee — gathered in the Trustees Room to congratulate and recognize these faculty for their advancement. For a list of honorees, see page 3. ●

Nancy Tarbell, MD, and Jane Claflin stand with honoree Tongwen Wang, MD, at the Academic Promotions Reception. Wang, recently promoted to assistant professor of Surgery, also was one of last year's Claflin Scholar Award recipients.

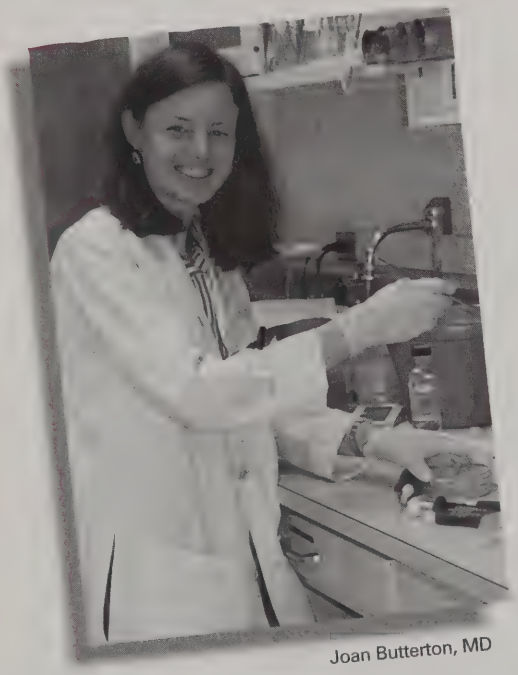
More on women at the MGH
INSIDE

Second year of Claflin scholarships awarded

The second annual Claflin Distinguished Scholar Awards were recently presented to two MGH researchers, Joan Butterton, MD, of the Infectious Disease Unit and Merit Cudkowicz, MD, MSc, of the Neurology Department. Funded by the MGH Executive Committee on Research, the awards are two-year, $30,000 grants aimed at helping young women develop research careers through their child-bearing years.

"As a research establishment, the MGH recognizes the issues women face in furthering their careers in academic medicine while taking care of their families," says Jane Claflin, MGH honorary trustee, chair of the Women in Academic Medicine Committee and namesake of the awards. "With these awards, we reaffirm our commitment to supporting women physicians and scientists and helping them reach their goals."

Joan Butterton, MD, has been working in her own laboratory in the MGH Infectious Disease Unit for the past two years. With the help of a research technician, she conducts studies in the fields of



Joan Butterton, MD

bacterial pathogenesis and vaccine development. Butterton also is an assistant professor of Medicine at Harvard Medical School and provides clinical consultation in the Infectious Disease Consultation Service.

Added to her clinical and research commitments, Butterton takes care of her two sons, Derek and Adrian, ages 5 and 2. Butterton is the primary parent because her husband, Glenn, commutes to New Orleans where he is a teacher and administrator at Tulane University Law School.

As her research continues to flourish, Butterton has reached a critical point in her career. To continue at her current pace and contend with a kindergartner's schedule and day care constraints, she will need additional laboratory help.

The Claflin Award will allow Butterton to hire a full-time postdoctoral fellow to help continue her laboratory investigations. "With the financial demands and time constraints, it is no mystery to me why many of my colleagues with young children have left research careers," says Butterton. "Fortunately, the Claflin Award will make an enormous difference in helping me grow as an investigator and continue on my current career path."

Merit Cudkowicz, MD, MSc, echoes those sentiments. "The Claflin Award will provide an opportunity to further develop my career in researching neurodegenerative disorders," says Cudkowicz. "It allows me to hire a full-time research assistant, which will let me spend more time on data analysis, results interpretation, experiment design and, most importantly, with my family."

Cudkowicz's research focuses on the experimental treatment of neurodegenerative disorders, in particular amyotrophic lateral sclerosis (ALS). Her ALS clinical practice and research projects have grown substantially since 1996, when she joined the MGH Neurology staff. She is an assistant professor in Neurology and co-directs the Neurology Clinical Trial Unit.

According to Cudkowicz, having a child and expecting another one in July has significantly changed her approach to work and career. "After Alexander was born last year, I discovered that it was a challenge to balance my career and family," says Cudkowicz. "Since I want to spend as much time with [illegible] as possible, I can no longer depend on evenings and weekends to complete my work. The Claflin Award will help me to advance my clinical and laboratory research projects."

Merit Cudkowicz, MS

Office of Women's Careers celebrates one-year anniversary

The Office of Women's Careers (OWC) at MGH recently celebrated its one-year anniversary as an internal resource for women. The OWC was established in March 1997 to strengthen career advancement and enhance job satisfaction for women faculty at the hospital.

"Our goal is to improve the environment for all women faculty at MGH by positioning the office as a resource for women and department chiefs," says Nancy Tarbell, MD, director of the OWC. "The establishment of this office is a testament to the hospital's commitment to support women professionals."

According to Tarbell, one of the objectives of the OWC is to facilitate the advancement of women in academic medicine. Working with the chiefs of academic departments to encourage the promotion of women, the OWC staff helps by clarifying the various academic promotional track requirements with on-site workshops given by the Harvard Medical School (HMS) Office for Faculty Affairs.

OWC-sponsored symposiums on professional development have featured nationally known speakers, such as Janet Bickel, associate vice president for Institutional Planning and Development and director of Women's Programs at the Association of American Medical Colleges. Bickel recently spoke to the MGH community about faculty and leadership development in the changing health care environment.

The OWC is currently evaluating potential educational programs that will benefit women faculty at all professional levels. Such programs may include leadership and management courses, sexual harassment prevention education, grant preparation, conflict resolution, salary negotiation, stress management and improving networking skills.

The OWC also provides advocacy and support and is planning a series of initiatives designed to identify and eliminate obstacles to career advancement for women.

"It is imperative that we address issues that affect the promotion of women," says Tarbell. "In doing so, we can ensure that today's junior faculty become the leaders of tomorrow. These efforts will have positive implications for all faculty, regardless of gender."

The creation of the OWC originated from the Committee on Women in Academic Medicine and the Partners Senior Advisory Committee on Women. The MGH office collaborates with its counterpart at BWH and various offices at HMS to inform women about available resources and services. For more information about the OWC, call 4-5229 or send comments via e-mail to *OWA@mgh.harvard.edu.* ●

Partners town meeting at MGH

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners at a town meeting April 27, 2 to 3 pm, in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

Questions may be posed at the town meeting or submitted in advance via in-house mail with the pre-addressed coupon below.

Partners town meeting questions

Submit questions by April 22 to the MGH Public Affairs Office, 50 Staniford St., Fifth Floor

Question #1:

Question #2:

Honorees at the Academic Promotion Reception

Marilyn Albert, PhD, *professor of Psychiatry*
Anne Alonso, PhD, *professor of Psychiatry*
Jane Ballantyne, MD, *assistant professor of Anesthesia*
Nesli Basgoz, MD, *assistant professor of Medicine*
Joan Butterton, MD, *assistant professor of Medicine*
Karen Carlson, MD, *assistant professor of Medicine*
Merit Cudkowicz, MD, *assistant professor of Neurology*
Jean Elrick, MD, *assistant professor of Anesthesia*
Patricia Hibberd, MD, *associate professor of Medicine*
Anne Klibanski, MD, *professor of Medicine*
Terry Lerner, PhD, *assistant professor of Neurology*
Paula Rauch, MD, *assistant professor of Psychiatry*
Ernestina Schipani, MD, PhD, *assistant professor of Medicine*
Katherine Sims, MD, *associate professor of Neurology*
Ann Taylor, MD, *assistant professor of Medicine*
Tongwen Wang, MD, *assistant professor of Surgery*
Katharine Treadway, MD, *assistant professor of Medicine*

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MGH HOTLINE

WHAT'S HAPPENING

Clinics Payroll relocates, expands hours

The MGH Satellite Payroll Office has moved to a new location on Clinics 117. Office hours have expanded to Monday through Friday, 8 am to 4:30 pm. On weekly (Thursday) and monthly paydays, the office will open at 7 am. The telephone numbers are 4-3085 and 6-8837.

OT awareness day

To recognize Occupational Therapy Month, MGH Occupational Therapy will host information tables April 22, 11:30 am to 1:30 pm, in the Central Lobby. For information, call 6-2960.

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds April 24, noon to 1 pm, in the Walcott conference rooms. This month's discussion is entitled "Schwartz Center Rounds One Year Later: Reflection on the Patient/Caregiver Connection." Lunch will be served starting at 11:45 am. To register, call the MGH Thoracic Oncology Center at 4-6862.

Brain aneurysm support group

The MGH Brain Aneurysm/AVM Center is offering a support group for brain aneurysm and AVM (arterial venous malformations) patients and their families. Beginning April 24, the group will meet the last Friday of every month, 3 to 4:30 pm, in the Burr 5 and 6 conference rooms, Bartlett Hall Extension 3. Sessions will provide patients with emotional support and educational information about brain aneurysms and AVMs. For information, call Dorothy Martyniak, RN, 6-1767.

Clinical research seminar

The Clinical Research Program invites clinical research coordinators to a lunchtime seminar about the MGH Office of Technology Affairs' role in clinical research April 21, noon to 1 pm, in the Walcott 2 and 3 conference rooms. For information, call Lee Leahy at 6-3310.

National Organ and Tissue Donor Awareness Week

The MGH and the New England Organ Bank will host an information booth and T-shirt sale in recognition of National Organ and Tissue Awareness Week, April 19 to 25. Tables will be set up April 20 to 24, 10 am to 2 pm, in the Central Lobby. For more information, call Kris Frank at 6-9220.

Graduate nursing infomation session

The MGH Institute of Health Professions will hold an information session on its graduate programs in nursing April 29, 4 to 6 pm, 101 Merrimac St., 10th floor, Room 1051. To sign up call 6-3140.

Cancer Center seminar

The MGH Cancer Center Patient and Family Support Program will present a seminar entitled "Healthy Eating During and After Cancer Treatment," April 23, 2 to 3 pm, in the Cox 8 conference room. For information, call 4-1822.

Partners Research Job Fair

Partners Corporate Employment will hold a Research Job Fair April 29, 11 am to 5 pm, at the Swissôtel Boston, located at One Avenue de Lafayette. The fair is designed to recruit research professionals at all levels for positions at the MGH and BWH. For information, call 4-8568.

Secretary recognition luncheon

To celebrate National Secretaries Week, all MGH clerical and support staff are invited to a luncheon April 22, 11:30 am to 2 pm, in the tent outside the Central Lobby. The event will include the noon presentation of the Pamela J. Ellis Memorial Secretarial Award by James J. Mongan, MD, president of the MGH. Employees who plan to attend are reminded to wear their ID badges. For information, call Amy Vacchina at 6-5141.

In addition, a luncheon to recognize Partners clerical support staff will be held April 24, 11:30 am to 2 pm, in the Atrium, Building 149, CNY. All MGH clerical employees at CNY are invited to attend. For information, call Learning and Diversity at 6-2230.

MASSACHUSETTS GENERAL HOSPITAL

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Partners Town Meeting
MGH Public Affairs Office
50 Staniford St., Fifth Floor

Fax: 6-7475

April 24, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Boston marathoners raise money for MGH Pediatric Cancer Program

Dan Santanello found his inspiration to run the 26.2 miles of the Boston Marathon in his daughter Kristin. In July 1996, the then 5-year-old was diagnosed with leukemia and was treated at the MGH.

Soon after his daughter's diagnosis, Santanello ran the 1997 Boston Marathon to raise more than $30,000 for the Leukemia Society. After the grueling four hours and 30 minutes of the race, Santanello vowed never to run again.

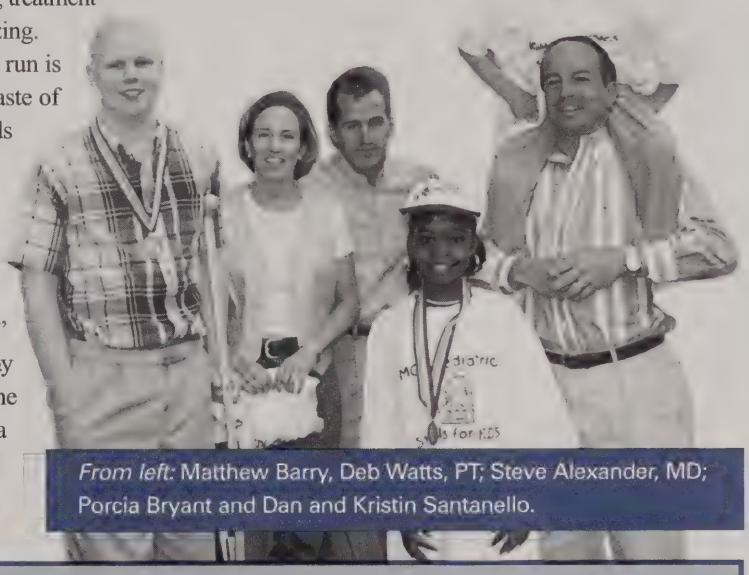
Howard Weinstein, MD, unit chief of MGH Pediatric Hematology and Oncology, changed Santanello's mind. Weinstein is one of Kristin's physicians and had obtained 10 marathon entries to use as a fundraiser for the program, which provides treatment for all hematologic and oncologic problems for infants, children and adolescents.

"When Dr. Weinstein asked me to run to raise money for the MGH, I agreed without hesitation," says Santanello. "I feel forever indebted to the MGH team that helped Kristin through her chemotherapy treatment. This is my way of thanking them and giving back to the program."

Santanello joined nine other runners, eight of whom are MGH employees, in raising money for the MGH Pediatric Cancer Program by running in the Boston Marathon. Weinstein matched the runners with pediatric patients, offering the incentive to push their endurance limits. "Our patients are the real heroes," says Weinstein. "Their self-determination and courage during treatment are truly amazing. Our marathon run is only a small taste of what these kids face as they fight to survive."

The runners met with their "adopted" patients Sunday night before the marathon for a "carbo-load" kickoff at Il Bocconcino restaurant across from the MGH. The runners, patients and their families celebrated the upcoming marathon with a pasta dinner donated by the restaurant. Weinstein announced that the runners had raised more than $25,000, with additional donations

(Continued on Page 2)



From left: Matthew Barry, Deb Watts, PT; Steve Alexander, MD; Porcia Bryant and Dan and Kristin Santanello.

ADVANCES

Some cancer drugs may complicate future treatment

Drugs that successfully carve away at cancers of the lung, brain, breast and other organs could be acting as double-edged swords, according to a new study by MGH researchers. The study, which appears in the April 14 *Proceedings of the National Academy of Sciences,* is the first to measure the size of the pores in the blood vessels surrounding a variety of solid tumors.

As solid tumors shrink, so do the microscopic pores in the blood vessels surrounding the tumors — so much that some tumor-killing agents can't squeeze through vessel walls to reach their targets. In addition, first-time therapies may fail because some therapeutic drug molecules are too bulky to pass through the blood vessel pores in the first place.

The findings suggest a fundamental change in the approach to designing gene therapy agents; they may need to be smaller and more agile, says Rakesh Jain, PhD, of the MGH Radiation Oncology Unit, who led the study. The work also casts new light on some old cancer puzzles. For example, some anticancer agents that work well in the laboratory fail to kill cancer cells in the body. The findings suggest that such drugs may never get a chance to prove their cancer-killing powers because they have been engineered too large for the microscopic doors they have to pass through. Some chemotherapeutic agents may, as they shrink tumors, also be shrinking blood vessel pores — in effect, closing the door behind them.

Susan Hobbs, an MD-PhD student at Harvard Medical School, and Wayne Monsky, MD, PhD, both of Jain's laboratory, are lead authors on the paper.

—Marathoners

(Continued from Page 1)

continuing to be sent in to the program.

"It's important for us to offer any support we can for these kids who go through so much," says Steve Alexander, MD, a fellow in the Pediatric Intensive Care Unit and first-time Boston marathoner. Alexander's "adopted" patient, Porcia Bryant, was at the marathon to cheer the runners on at Heartbreak Hill. "When I was coming up the hill, seeing her big smile really helped pull me through," says Alexander. "She is an incredibly bright and enthusiastic kid." Porcia is 9 years old and has both sickle cell anemia and acute lymphoblastic leukemia. She has been receiving chemotherapy for the past two years and is in remission from the leukemia.

Deb Watts, PT, a physical therapist in MGH Pediatrics, feels particularly close to her patient, Matthew Barry, who has bone cancer. Matthew, age 15, was a varsity athlete in wrestling, soccer and track before he had his lower right leg amputated in October 1997. "I was really moved by him," says Watts. "He was healthy and athletic, and instead of letting cancer ruin his life, he is motivated to get back into the same shape and level of activity as before his operation."

Barry's fighting spirit has been inspirational for Watts, who sprained her ankle twice in training runs. "I can't let my injuries get to me when I see how stoic Matt is," says Watts. "He never complains. Even when he is sick, he is willing to get out of bed and do his physical therapy exercises."

The admiration is mutual according to Joanne Barry, Matthew's mother. "We've known Deb for a while," says Barry. "She has been a wonderful role model for Matt with that same can-do attitude that he has. Our whole family was at the marathon on Heartbreak Hill to cheer her on and give her the same support that she has shown us."

Other pediatric patients who participated in the fundraising efforts of the runners included Raquel Bennett, Mike Davis, Schlonge Dermondy, Corey Hillsgrove, Callie McLaughlin, Nicole Pollard, Jeffrey Reardon, Courtney Theriault and Trisha Zeytoonjian. ●

Nursing leadership talks about the future

Nurse leaders throughout the Partners system attended a special presentation April 20 hosted by the MGH Patient Care Services and Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care Services and chief nurse executive, called "The Future of the Nurse Labor Market: Keep Your Eyes and Your Options Wide Open." The keynote speaker, Peter Buerhaus, PhD, RN, FAAN, director of the Harvard Nursing Research Institute, spoke about the changing nursing profession. Nurse executives from all of the Partners-affiliated institutions contributed to the presentation. MGHers Lillian Ananian, RN, MSN; Judy Newell, RN; Ed Coakley, RN, MSN; and Christina Graf, RN, MS, participated in the panel discussions about recruitment and management. ●

From left: Erickson; Peter Buerhaus, PhD, RN, FAAN, director of the Harvard Nursing Research Institute; and Dennis Colling, Partners vice president for Human Resources.

Bigelow 12 welcomes first patient

The staff of the new Medical Inpatient Unit on Bigelow 12 celebrated the floor's reopening April 14 with the unit's first patient, Nellie Fishera *(below)*. The 14-bed unit occupies the area of the old neuro ICU, which relocated to Blake 12 last summer. Bigelow 12's new numbers are: telephone 4-1500 and fax 6-4202. Wally Moulaison, RN, the nurse manager, may be reached at 6-2577.

From left Wally Moulaison, RN; Donna Lawson, RN; Chrissie Tetrault, RN; Kristin Lund, RN; Mary Kate Mangan, RN; and Vernon Porter, operations associate.

When dealing with the media, call Public Affairs

As a nationally and internationally recognized leader in health care, teaching and research, the MGH attracts a significant amount of media attention.

While the MGH Public Affairs Office is responsible for overseeing the hospital's media program, each member of the MGH community plays an important role in ensuring the program's quality and effectiveness. All media inquiries — from radio, television and print — should be directed to Public Affairs. Employees and staff are encouraged to become familiar with the hospital's media relations guidelines that are listed below:

- Refer all media calls to Public Affairs (6-2206) at the earliest opportunity.
- Public Affairs serves as an in-house resource. The staff is experienced in handling a broad range of media issues and is readily available to assist employees and staff. A representative of Public Affairs is available 24 hours a day (pager 2-8383) through the page operator (6-5700). In addition, Georgia Peirce, director of media relations, carries pager 2-2345, and Peggy Slasman, chief public affairs officer, carries pager 2-8385.

PUBLIC AFFAIRS SERVES AS AN IN-HOUSE RESOURCE. THE STAFF IS EXPERIENCED IN HANDLING A BROAD RANGE OF MEDIA ISSUES AND IS READILY AVAILABLE TO ASSIST EMPLOYEES AND STAFF.

- Public Affairs provides any patient information that is released to the media. Patient confidentiality is the highest priority. The Public Affairs staff releases only one-word conditions — good, fair, serious or critical — in accordance with American Hospital Association guidelines. In some cases the patient or family will allow the release of additional information.
- An employee or staff member who has an existing relationship with a reporter and agrees to an interview should inform Public Affairs as soon as possible. Prior knowledge of media contacts enables Public Affairs to track any resulting placements.
- To ensure patient confidentiality and privacy, any member of the media or any film crew or photographer entering the hospital with a camera — still or video — must be accompanied by a Public Affairs staff member. The Public Affairs representative will obtain the necessary clearances and consents. Public Affairs must be informed and involved even for promotional or training videos. Early notification of such requests facilitates scheduling.
- Researchers who learn that a paper has been accepted by a peer-reviewed journal should contact Public Affairs as soon as possible to discuss communication strategies. Such scientific publications often present opportunities for media coverage. Embargoes are always honored.

For information about the hospital's media program, contact Public Affairs at 6-2206. ●

New Partners on-line telephone directory

A new version of the Partners on-line telephone directory will be available April 30. The new directory will include features such as expanded e-mail and page-sending capabilities, department on-line editing and an enhanced department explorer. Access to the new directory will remain the same at *http://ppd.partners.org.*

With the new system, the department listings have been expanded to include all of the Partners-affiliated institutions. Specific information about Partners departments can be more easily accessed through the advanced search tools. To locate employees within a department, individual names will be linked to the department entries.

In addition to sending e-mail through Microsoft Outlook or MSMail, MGHers can send e-mail messages directly to an individual by clicking on the e-mail address within the [illegible]scriber's record.

[illegible]uthorized representatives from each department also can maintain their department's information through on-line editing. For information, contact Marie Doolan at 4-5058. ●

REMINDER

Partners town meeting at MGH

All employees and staff are reminded about the Partners town meeting at the MGH April 27, 2 to 3 pm in the O'Keeffe Auditorium with extra space available in the Bigelow Amphitheater on White 4 and Lower Amphitheater on Clinics 1.

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners and will answer employee and staff questions. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

Hotline is printed on recycled paper.
Please recycle *Hotline* in any white paper recycling box.

MGH HOTLINE

WHAT'S HAPPENING

106th annual Vincent Show
The Vincent Club, which raises money for the Vincent Memorial Hospital, will host the annual Vincent Show, "The Best American Woman," April 30 and May 1, 6 pm at The Copley Plaza Ballroom in Boston. Tickets for opening night are $85, which includes cocktails, dinner, wine, the show and an after-show reception. Tickets for the Friday night gala are $125, which includes cocktails, dinner, wine, the show and an after-show celebration with dancing. For more information or to purchase tickets, call the Vincent Club at 523-6587.

Chapel concert
Employees, patients and their families are invited to attend a choral concert featuring the group Cantate Deo, May 5, from 6 to 7:30 pm, in the MGH Chapel. The concert is in memory of Rev. Phillip King, former director of the MGH Chaplaincy. Refreshments will be served. For information, call 6-2220.

AMMP scholarship applications
Applications for the Association of Multicultural Members of Partners (AMMP) scholarship are available at the Partners Learning and Diversity Office located at Charles River Plaza, 185 Cambridge St., second floor. The scholarship is designed to assist minority employees of Partners HealthCare System in obtaining professional certificates and associate's, baccalaureate or master's degrees. Deadline for submission of applications is May 22. For more information, call 6-2230.

Cellular service
Cellular One on White 14 is introducing a new rate for all employees of $10.95 per month, 42 cents per minute for peak and off-peak times. For a limited time, a free Audiovox MVX440 cellular phone with extended battery and home charger will be offered. Office hours are Monday, Tuesday, Wednesday and Friday, 9 am to 3 pm. For more information, call 6-9184.

Cancer Resource Room open house
Open houses for the new Cancer Resource Room at Cox 110 will be held the first full week of May. A ribbon-cutting ceremony is planned for May 4, 3:30 to 5:30 pm. Additional open house hours are May 5 and 7, 7 to 9 am and 4 to 6 pm; May 6, 7 to 9 am and 5 to 7 pm; and May 8, noon to 1 pm.

Brain aneurysm support group
The MGH Brain Aneurysm/AVM Center is offering a support group for brain AVM (arteriovenous malformation) patients and their families. Beginning April 24, the group will meet the last Friday of every month (In June and December, the group will meet the third Friday), 3 to 4:30 pm in the Burr 5 and 6 conference rooms at Bartlett Hall extension. Sessions will provide patients with emotional support and education about brain AVMs. For more information, call Dorothy Martyniak, RN, 6-1767.

Smoking cessation group
The MGH Quit Smoking Service will offer a group stop-smoking program, which will include preparation for quitting, coping with stress, preventing weight gain and relapse prevention. The group will meet every Tuesday beginning May 5 at 5:30 pm for eight weeks at MGH Beacon Hill Primary Care Associates, located at 100 Charles River Plaza, Cambridge St., fifth floor. A telephone support line also is available to participants. For more information, call Sharon Floramo at 6-7443.

Clinical research seminars
The Clinical Research Program (CRP) is sponsoring a two-part seminar focusing on NIH grant preparation and understanding the review process. The seminar will be held May 7 and 14, 4 to 5 pm, O'Keeffe Auditorium. The CRP also is sponsoring a one-day course for entry-level coordinators that focuses on essential procedures in coordinating clinical research studies May 11, 8 am to 5 pm in the Wellman conference room. For more information or pre-registration materials for either seminar, visit the CRP website at *http://www.crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Cancer Center seminar
The MGH Cancer Center Patient and Family Support Program will present a seminar entitled "Children Living with Cancer: Through a Normal Developmental Lens," April 30, 12 to 1 pm, in the Cox 8 conference room.

Videoconference about spinal cord injury
A multi-site televised lecture, entitled "Back in Motion: The Spinal Cord Injury Program," will be broadcast from Spaulding Rehabilitation Hospital, April 30, 11:45 am to 1:30 pm. The lecture, by Michelle Alpert, MD, medical director of the Spinal Cord Injury Program at Spaulding, will be broadcast to televideoconference sites across the Partners network, including One Longfellow Place at MGH, the second floor conference room at MGH•Chelsea HealthCare Center and the Eleanor Clark conference room at MGH•Charlestown HealthCare Center. For information about other participating sites or to make reservations (necessary for the Spaulding site only), call 573-2055.

Sexuality film series
MGH Psychiatry will host the next film in its series exploring human sexuality April 29 at 6:30 pm in the Walcott conference rooms. The featured film "Priest" explores religion and sexuality. A discussion will follow the film. Admission is free. For more information, contact William Pirl, MD, at 4-6300, mailbox 1331117.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 50 Staniford St., fifth floor.

May 1, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PARTNERS PROGRESS

Partners town meeting at the MGH

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, *above left,* gave a status report of Partners activities during the town meeting at the MGH April 27.

According to Thier, Partners is doing well compared with other local health care providers. The pressure on Partners to reduce costs and increase efficiency, however, remains high.

Thier gave an overview of the current health care environment, citing the closure of 22 Massachusetts hospitals since 1986 and a 28 percent reduction in inpatient beds statewide. Hospital costs are 20 percent higher in Massachusetts than the national average, and the overall usage of Boston-area hospitals is down nearly 30 percent. In addition to the pressure of competition, cost demands on hospitals are increasing because of a combination of changes in managed care and decreases in government funding.

Touching on the financial condition of Partners, Thier explained: "While Partners is operating in the black, we need to remain cautious and continue with our present strategy in case the economy declines." He cited the success of Partners' cost reduction efforts, particularly the MGH Operations Improvement program, which have led to a significant savings systemwide.

Thier told the MGH community that Partners has signed agreements that he hopes will lead to partnerships with Newton-Wellesley Hospital and Faulkner Hospital in Jamaica Plain. Partners also continues to build its network of primary care physicians. To date, Partners Community HealthCare, Inc. (PCHI) includes 870 primary care physicians. The network is succeeding, he said, with increased referrals to MGH and BWH coming from the PCHI practices.

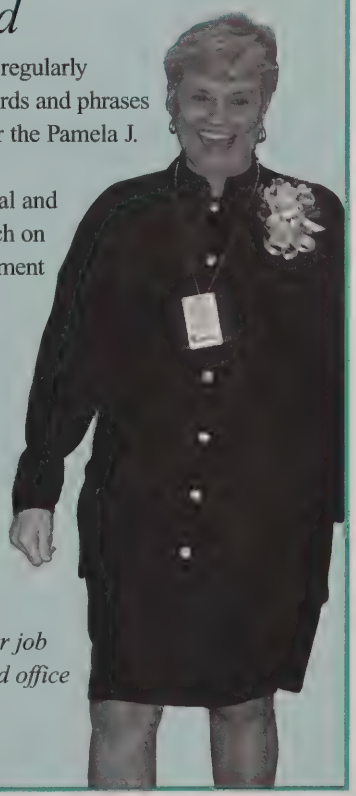
In contrast to the industry trend of low

(Continued on Page 2)

MGH secretaries saluted

"Team player, conscientious, supportive and regularly performs miracles." Those were some of the words and phrases used to describe the more than 80 nominees for the Pamela J. Ellis Memorial Secretarial Award given at the Secretary's Day lunch April 22. MGH secretarial and clerical support staff gathered for a catered lunch on the Bulfinch patio as they awaited the announcement of the award winner.

James J. Mongan, MD, MGH president, presented the award to Jill Buran of the MGH General Medicine Unit for her "outstanding ability to ride the waves of frustration with grace, to always remain flexible and to reach far beyond what her job description calls for." The award was established in memory of Pamela J. Ellis, an executive secretary at the MGH who died in October 1996.



***Right:** Ellis award winner Jill Buran credits her job performance to "working with the best boss and office staff."*

— *Partners town meeting*

(Continued from Page 1)

patient volume for the last few years, Partners' inpatient volume grew in fiscal year 1997 and, Thier reported, is expected to increase somewhat in 1998.

Partners has contributed $100 million annually in community investments and free care, according to Thier. The MGH and BWH are among the top four providers in the state to care for uninsured patients.

Research activities at Partners institutions have increased, with $392 million in 1997 for research funding throughout the system. The MGH and BWH are first and second among independent hospitals in the amount of funding received from the National Institutes of Health.

After the status report, Thier and James J. Mongan, MD, MGH president, answered questions from the audience, which included the following:

Question: I understand that some Partners entities lost money last year, while the MGH made a significant profit. Does the MGH subsidize other entities in the Partners system?
Thier: A large part of the success of Partners has been the willingness of each institution to make decisions for the good of the system and not just the individual entities. Only considering the needs of a particular institution would adversely affect decision making for the system as a whole. For example, even though BWH is a smaller hospital, it contributed equally to the large Partners investment in the East Boston Neighborhood Health Center, which primarily benefited MGH.

Question: Has Dana-Farber/Partners CancerCare been a good deal for Partners?
Thier: Yes. Outpatient activity in oncology has been up, and the number of patients in clinical trials for women's health has been phenomenal. Through this partnership, we are the leading participant in clinical research for women's cancer in the country. So far, the partnership has disproportionately benefited BWH, but we now are examining how the affiliation can provide an even greater benefit to the MGH.

Question: Dr. Thier, what has been your best day since you have been with Partners?
Thier: My best day was when I began to feel that our strategy was working, and that all of the Partners institutions were gaining confidence in the partnership and working together for the common good of the entire system. A lot of hard work has been done, and I'm very proud of what we have accomplished.

Question: Why are there so few minorities in managerial positions
Mongan: We are taking a variety of steps to increase diversity at the

Children of MGH employees experience the world of work

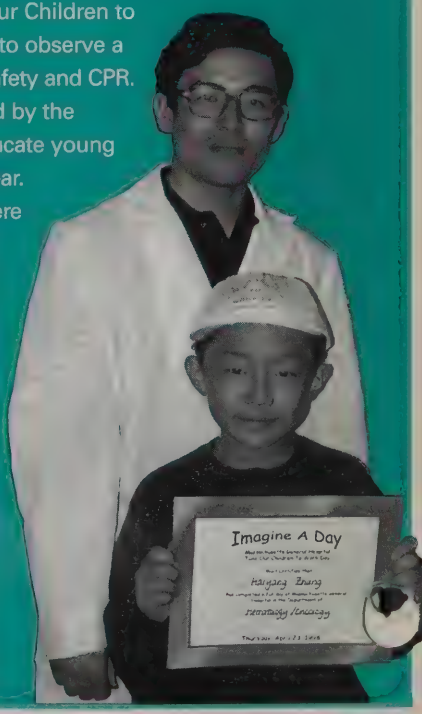
Touring the Emergency Department, learning how to read an x-ray and observing hospital personnel at work were just a few of the hands-on activities children participated in during the MGH Take Our Children to Work Day, April 23. More than 95 children saw the rooftop helipad, dressed in masks and scrubs to observe a mock operation and participated in educational sessions about topics such as childbirth, helmet safety and CPR.

Take Our Children to Work Day developed out of Take Our Daughters to Work Day, established by the Ms. Foundation in 1992. The day was meant to encourage employers, families and friends to educate young women about career goals and opportunities. The MGH expanded the event to include boys last year.

Nine-year-old Erin Kourafas of Randolph enjoyed her visit to the Gray 3 Operating Room, where her mother, Patty Kourafas, is a surgical technician. Erin watched a "mock" operation with several other children as Tirrell Walsh-Barker, RN, demonstrated operating procedures using an employee as her "patient."

"It was kind of cool putting stuff on," said Erin, a fourth grader at John F. Kennedy School in Randolph, who was dressed in gloves and scrubs. Erin's brother, Peter, 13, said he was glad he attended. "I got to see what my mother does every day," said the seventh grader at Randolph Junior-Senior High School.

The day's events concluded in the Ether Dome where Jeff Davis, Partners senior vice president for Human Resources, spoke about MGH and its history. The children were then presented with certificates of completion.



Right: Haiyang Zhang, 8, got a chance to "shadow" his father, Xue Zhang, MD, PhD, a research fellow, in the MGH Hematology/Oncology Unit.

MGH. The hospitalwide Diversity Committee, which I chair, has been looking at this issue intensely. The good news is that we are moving forward, particularly in increasing the number of diverse physicians and nurses. The percentage of minorities in managerial positions at the MGH is around 9 percent, which is slightly better than the available pool of minority managers in the Boston area. We also are looking at ways to expand the overall pool of minority candidates through internships, fellowships and other training programs.

Question: Will hospital employees get raises this year?
Mongan: Even though our budgets have been constrained, I believe wages have remained competitive. I am fairly confident that we will be able to offer merit increases for the coming year. In addition, we are looking at increasing the pay ranges for many of our positions to allow an increase for those who have been at the top of their range. There are pockets throughout the hospital where salaries have fallen behind, so we also are looking at the salaries for many of our positions to see whether a market adjustment is in order.

Mongan closed the town meeting by thanking all MGH employees and staff for their dedication and hard work. "I am continually impressed with the excellent quality of work that goes on here, along with the feeling of family throughout this institution," said Mongan. "I constantly get gratifying letters from patients and their families who say they knew this hospital was excellent, but they didn't expect the personal attention they received." Additional questions from the Partners town meeting will be addressed in future issues of *Hotline*.

Expertise in Clinical Practice award

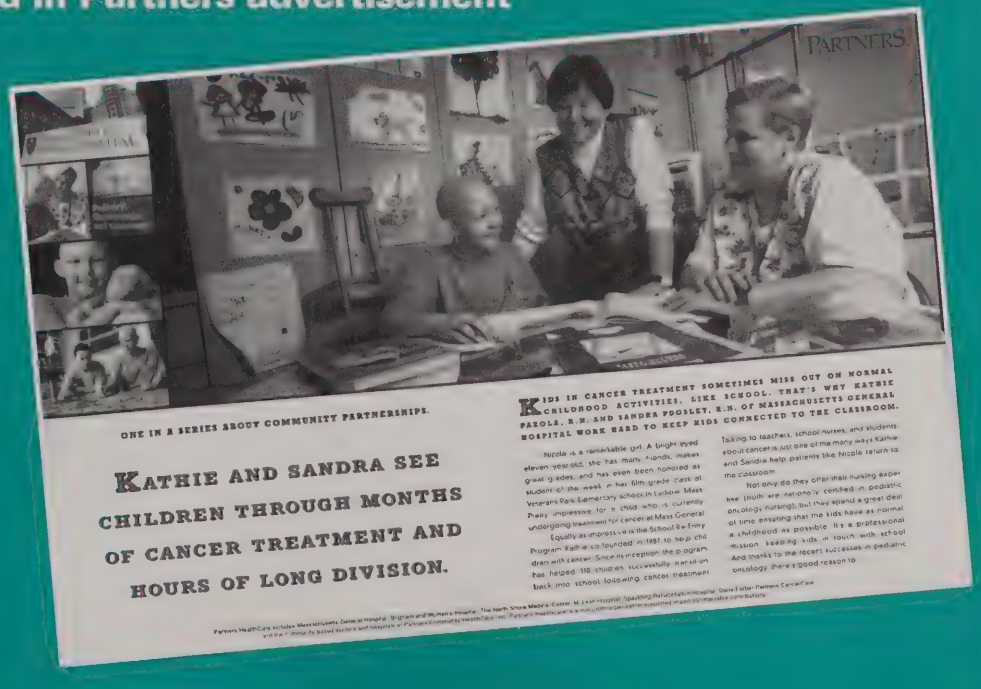
MGH Patient Care Services invites employees, staff and patients to submit nominations for the Expertise in Clinical Practice Award. The award recognizes direct care providers in Patient Care Services who exemplify in their work qualities such as thoughtful care, innovation, leadership and teamwork.

MGHers may nominate themselves or other clinicians by submitting nomination forms — available in the White and Gray lobbies — by May 6. Nominees will then be requested to submit a professional portfolio by May 22. Award recipients will be honored at a reception June 16 and will receive tuition and travel expenses to a professional conference or course of their choice.

For more information or assistance with the nomination process, contact Carol Camooso, RN, at 4-7306.

MGH nurses featured in Partners advertisement

While reading through the *Boston Globe* and the *Boston Herald* April 28, readers had the chance to meet Kathie Pazola, RN, and Sandra Pugsley, RN, of MGH Pediatrics in an advertisement promoting community partnerships throughout the Partners system. The ad, which also will be featured in the May issue of *Bay State Nurse,* focuses on the MGH school re-entry program, co-founded by Pazola, which has helped 110 children make the transition back into school following cancer treatment. This ad is part of an ongoing campaign that focuses on the efforts of individual Partners caregivers to improve the health and well-being of people in their communities.


PARTNERS
ONE IN A SERIES ABOUT COMMUNITY PARTNERSHIPS.
KATHIE AND SANDRA SEE CHILDREN THROUGH MONTHS OF CANCER TREATMENT AND HOURS OF LONG DIVISION.
KIDS IN CANCER TREATMENT SOMETIMES MISS OUT ON NORMAL CHILDHOOD ACTIVITIES, LIKE SCHOOL. THAT'S WHY KATHIE PAZOLA, R.N. AND SANDRA PUGSLEY, R.N. OF MASSACHUSETTS GENERAL HOSPITAL WORK HARD TO KEEP KIDS CONNECTED TO THE CLASSROOM.

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MGH HOTLINE

WHAT'S HAPPENING

MGH Public Affairs move

The MGH Public Affairs Office will move from 50 Staniford St. to 100 Charles River Plaza, Suite 600, over the weekend. The main numbers — telephone 6-2206 and fax 6-7475 — and all extensions will remain the same.

Celebrating Nurses Week

In celebration of Nurse Recognition Week May 6 to 12, the MGH will host events throughout the next two weeks. The following programs will take place May 4 in the O'Keeffe Auditorium: "International Outreach in Venezuela: Patients With Huntington's Chorea," a presentation by Anne Young, MD, chief of Neurology, 8 to 9:30 am; "Culturally Competent Care," presented by Deborah Washington, RN, director of the Diversity Program for Patient Care Services, 10 to 11:30 am; and "Visible Nursing Practice: Clinical Narrative Presentations," a reading of exemplars by clinical nurses, 3 to 4 pm. For a complete listing of events, call Bonnie Glass, RN, at 4-6317.

MGH IHP summer courses

The MGH Institute of Health Professions will offer summer courses in Clinical Investigation, Communication Sciences and Disorders, Nursing and Physical Therapy May 11 to Aug. 14. Full-time Partners-affiliated employees may take their first course at half price. For a list of courses and application materials, call the Office of Student Affairs at 6-3140.

The graduate program in Clinical Investigation will offer "Regulatory Law and Health Policy," a new class for clinical research professionals, Wednesdays, 5 to 7:50 pm, beginning May 13. Enrollment is limited. For more information, call 4-6327.

Job Shadowing Day

Seventh graders from the James P. Timilty Middle School will visit the MGH May 19 as they participate in the second annual Job Shadowing Day for Boston public middle school students. Individuals or departments interested in hosting students should contact the MGH/Timilty Partnership Office at 4-3210 by May 8.

Quilt raffle

Friends Fighting Breast Cancer — a group of North Shore women who hold an annual dinner event benefiting the work of Daniel Haber, MD, PhD, of Hematology/Oncology and the MGH Center for Cancer Risk Analysis — will hold a quilt raffle May 7 and 8, 9 am to 7:30 pm, in the Gray Lobby. Proceeds, along with funds raised at the group's annual event in March, will be donated in May. Last year, Friends Fighting Breast Cancer gave $21,000 to support Haber's work.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

Chapel concert

Employees, patients and their families are invited to attend a choral concert featuring the group Cantate Deo, May 5, from 6 to 7:30 pm, in the MGH Chapel. The concert is in memory of Rev. Phillip King, former director of the MGH Chaplaincy. Refreshments will be served. For information, call 6-2220.

Domestic violence art exhibit, reception

HAVEN, MGH's domestic violence program, invites the MGH community to "Celebrating Survival: An Evening of Hope," a free event featuring art, music, poetry and drama May 4, 6 to 9 pm, at the Medical Education Center, Harvard Medical School, 260 Longwood Ave. The event, sponsored by the Conference of Boston Teaching Hospitals' Domestic Violence Advisory Council, initiates the opening of a two-week photography exhibit featuring the art of Donna Ferrato, whose work captures the experiences of battered women and their children. For information, call HAVEN at 4-0054.

Become a mediator

The MGH Psychology Assessment Center, the Association of Family and Conciliation Courts and the Massachusetts Psychological Association will sponsor "How to Become a Mediator — Everything You Need to Know," a free panel discussion for mental health workers May 4, 7:15 to 9:15 pm, in the O'Keeffe Auditorium.

Cancer Resource Room open houses

Open houses for the new Cancer Resource Room at Cox 110 will be held the first full week of May. A ribbon-cutting ceremony is planned for May 4, 3:30 to 5:30 pm. Additional open house hours are May 5 and 7, 7 to 9 am, and 4 to 6 pm; May 6, 7 to 9 am and 5 to 7 pm; and May 8, noon to 1 pm.

Phone Fair

Partners Telecommunications will host a Phone Fair May 7, 10 am to 3 pm, in the waiting area off the Main Corridor, near the stairway leading down to the Eat Street Cafe. MGHers will have the opportunity to use the new MGH on-line telephone directory, visit with vendors and learn about features of paging and voice mail systems.

IN GENERAL

John Potts Jr., MD, director of Research at the MGH, recently received an honorary degree from the University of Leuven in Belgium. He was recognized for his innovative research in endocrinology, his excellence as a mentor and his leadership at a renowned academic hospital.

Joan Fitzmaurice, PhD, RN, of MGH Patient Care Services, was the honorary speaker for the Distinguished Scholar Lecture at Regis College Division of Nursing in April. Her topic was "Measuring Quality: Nursing Specific or Patient Focused."

Chi-yuan Hsu, MD, of the MGH Renal Unit, recently received the 1998 Clinical Scientist in Nephrology Fellowship from the American Kidney Fund. Hsu will study the risk factors for chronic renal insufficiency and complete a master's degree in Clinical Epidemiology at the Harvard School of Public Health.

May 8, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PARTNERS PROGRESS

Partners leads in research, education

Formed only four years ago, Partners HealthCare System was built on the founding members' reputations as national leaders in research and graduate medical education and today leads the way in those fields.

That message was delivered during the annual meeting of Partners May 4 at BWH. Jack Connors, chairman of Partners, presided over the meeting, which featured updates by Samuel O. Thier, MD, president and CEO; Eugene Braunwald, MD, vice president for Academic Programs; and Deborah Weinstein, MD, director of Graduate Medical Education.

Thier reviewed Partners' successes over the past year, highlighting the system's strong patient volumes, finances, community commitments, research efforts and professional education programs.

According to Braunwald, research funding received by Partners affiliates has grown from $221 million to $365 million between fiscal year 1990 and 1997, for an average annual increase of 9.3 percent. He described fiscal year 1998 as a "banner year," with research dollars increasing approximately 15 percent.

In the coming years, researchers at Partners institutions hope to establish a leadership role in the study and research of genetic abnormalities in large populations, an area anticipated to be the next frontier in medical research, Braunwald said.

(Continued on Page 2)

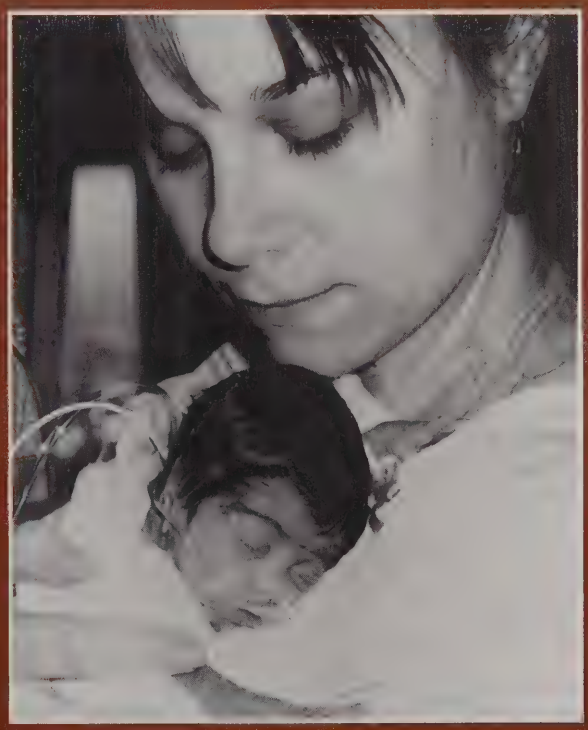
Sharing stories teaches exemplary nursing

In celebration of National Nurses Week, MGH nurses gathered for a reading of exemplars by Maryellen McNamara, RN, of the Cardiac Care Unit, and Susan Punt, RN, of the Orthopædics Unit, in the O'Keeffe Auditorium this week. By sharing exemplars, or clinical narratives, the presenters not only recaptured clinical experiences that were meaningful to them, but also passed along to other nurses lessons to be remembered and used in their own practices.

Leading a discussion about the readings, Mary Smith, RN, of the Department of Nursing and the Center for Clinical and Professional Development, said, "These are the stories that articulate what we do and why we do it."

(Continued on Page 2)

Photo contest captures the spirit of nursing care



Stephanie Tromblee, RN, of the Neuro Intensive Care Unit (NICU) — shown with a new MGH patient — was the subject of the winning photograph in the Nurses Week photo contest sponsored by the MGH Department of Nursing. Adrienne Sacco-Maguire, RN, a NICU staff nurse, won $1,000 for her photo of Tromblee.

"The goal of the contest was to show nurses in a caring environment," said Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse. "Nurses bring calm and order to what is often a very disordered time in a patient's life. All of the photos that were submitted did a great job of expressing the compassion and care that nurses show every day."

The second-place winner of the contest was Ugo Ogwudo, a nursing assistant on Ellison 7, for a photograph of his clinical nurse partner, Donna Frost, RN.

— *Sharing stories teaches exemplary nursing*

(Continued from Page 1)

The session is a part of a broader professional development initiative instituted by Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse, to better understand and improve the practice of clinical nursing.

Adopting the theories of researcher Patricia Benner, RN, PhD, from the University of California-Berkeley, who studies clinical narratives and their use in understanding how nurses learn and develop, the Patient Care Services Professional Development Committee uses exemplars in the education of nurses and other caregivers.

To further encourage the use of these clinical narratives, the Patient Care Services publication *Caring Headlines* features an exemplar column. By publishing these stories, which are written by MGH clinicians from a variety of fields and by encouraging frequent presentations of these exemplars, Ives Erickson and the Professional Development Committee are focused on giving clinicians another way of improving patient care. ●

MGH donates to Chelsea Community Kitchen

Like any good neighbor, the MGH and its health centers try to help individuals and organizations in their communities when needed. Recently, the MGH Department of Dietetics donated equipment to the Chelsea Community Kitchen, located near the MGH•Chelsea HealthCare Center. Items donated included freezers, refrigerators, pots, pans and an automatic meat slicer.

The Chelsea Community Kitchen provides food for the homeless of Chelsea and the surrounding areas.

From left: Eileen McAdams, RN, FNP, and Jeannette McWilliams, administrative director of the MGH•Chelsea HealthCare Center, helped serve dinner at the Chelsea Community Kitchen.

MGH IHP 20 years old

The MGH Institute of Health Professions (IHP) celebrates its 20th anniversary May 16, starting with the commencement ceremony for the 1998 graduating class at 1 pm at McLean Hospital in Belmont.

Commencement speaker Charles Sanders, MD, former general director of the MGH who led the hospital at the time the IHP was founded, will speak about "Caring for Pe in the 21st Century: For Better or Worse?" Commencement seating is limited; for tickets, call 6-8002.

Following commencement, students, alumni, faculty, trustees and guests will celebrate IHP's growth and accomplishments with a reception and multimedia program at th Museum of Science beginning at 6:30 pm. For more information, call 6-4276. ●

— *Partners annual meeting*

(Continued from Page 1)

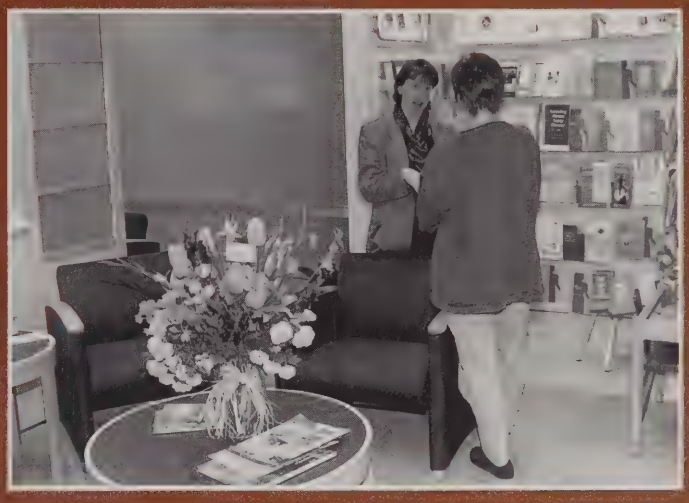
On the graduate medical education front, Weinstein said that hospitals within the Partners system continue to train many of the top physicians in their fields through 34 residency and 140 fellowship programs, averaging 1,800 trainees per year.

Partners institutions — which have produced Nobel laureates, a director of the National Institutes of Health and past and current presidents of the Institute of Medicine —now seek to recruit a more diverse group of residents and fellows by increasing the number of minorities, which is an important goal at both the MGH and BWH, Weinstein said. ●

MGH Cancer Resource Room opens at new location

Staff of the MGH Cancer Resource Room celebrated the room's new location on Cox 1 with a ribbon-cutting ceremony May 4. MGHers toured the new resource room, which provides a variety of literature and other information resources in a comfortable setting for cancer patients and their families. The MGH Cancer Resource Room is open Monday through Friday, 9 am to 5 pm, and is coordinated by both Sally Hooper, LICSW, and Debbie Essig, LICSW. For more information, call 4-1822.

Right, Kathy Claire-Hayes, LICSW, talks to a patient in the new facility.



MGH, Partners adopt code of conduct

To ensure compliance with regulations and standards of behavior that apply to employees and medical staff, Partners HealthCare System has adopted a systemwide code of conduct. The new code, approved recently by the Partners and MGH boards, is based on policies that have existed for years at the MGH and other hospitals in the system.

Divided into two major sections, "General Principles of Conduct" and "Conflict of Interest," the code provides information and guidance about such issues as patient confidentiality, political activities, gift giving, contact with the media and interactions with outside companies. The code, developed by the Partners Office of the General Counsel, seeks to strike a balance between offering employees maximum freedom to participate in external activities and ensuring that such activities do not adversely affect their hospital responsibilities.

"The Partners code of conduct provides a framework for answering many of the questions that come up regularly about what is and is not appropriate," says Ernest Haddad, Partners general counsel. "We recognize that many people at Partners and members of their families may have important relationships with other organizations, so we don't want to discourage participation in external activities. At the same time, Partners must conduct its business according to the highest ethical and legal standards. The new guidelines offer the direction, advice and definition that will help ensure the integrity of our system."

The following are some highlights from the code of conduct policy:

- Partners employees and staff must adhere to the strictest confidentiality around issues related to patient care as well as information about hospital business learned while carrying out hospital duties;
- Partners employees must disclose if they are aware that any Partners affiliate is negotiating a contract that may benefit them, a member of their family or a company in which the employee or family member has a financial interest or association;
- Partners employees must disclose if an individual or a company with which they are associated is in competition with any Partners affiliate;
- Partners employees and staff must abide by certain rules about the amount of time they spend on outside activities and on relationships with competitors;
- Individuals who work for a Partners organization may not in connection with their hospital activities give, seek or accept compensation, commission or any monetary gift or gratuity, including meals, entertainment or personal favors. The two exceptions are: staff members may accept noncash gifts from patients; and with approval of a supervisor, an employee may accept noncash gifts, such as meals and entertainment, if the value is less than $100 and if the purpose is to maintain good will, not to influence business decisions;
- Partners employees may, on a personal and voluntary basis, contribute time or money to a political activity as long as the activity is lawful, conducted on the employees' own time and does not interfere with their hospital responsibilities;
- Employees and staff should consult with the Public Affairs Office before talking with the media about hospital-related activities; and
- Partners employees who have faculty appointments at Harvard Medical School (HMS) are required to fill out the HMS disclosure form, which for most staff satisfies the Partners requirement for filing a conflict of interest disclosure form.

A number of other provisions as well as details about the guidelines above can be found in the full text of the code. For copies of the Partners code of conduct policy or questions about the guidelines, contact the Partners Office of the General Counsel at 6-8625.

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MGH HOTLINE

WHAT'S HAPPENING

MGH1998 available

The spring issue of *MGH1998*, a publication of the MGH Public Affairs Office, is available in the Main and Central lobbies. For more information, call 6-2206.

Register now for Backup Child Care Center

The MGH Backup Child Care Center, located in the Warren Lobby, is scheduled to open in July for employees. The center will be available to patients after a pilot period of several months.

Employees wishing to use the backup center must pre-register their children.

Registration materials will be available starting May 18, most weekdays, noon to 1 pm, and 4 to 5 pm, on-site. Employees, however, should call the center at the number below to confirm that a staff member will be available.

The Backup Child Care Center will offer short-term child care to the children of MGHers and hospital outpatients when normal arrangements are unavailable. For more information, call 4-7100.

AMMP scholarship applications

Applications for the Association of Multicultural Members of Partners (AMMP) scholarships are available at the Learning and Diversity Office, Charles River Plaza, 185 Cambridge St., second floor. The scholarships are designed to assist minority employees of Partners HealthCare System obtain professional certificates and associate's, bachelor's or master's degrees. Deadline for submission is May 22. For more information, call 6-2230.

Saving money in the 90s

The Employee Assistance Program (EAP) welcomes MGH and Partners-affiliated employees to "Savings in the 90s," a seminar presented by the Consumer Credit Counseling Service, May 14, noon to 1 pm, in the Wellman Conference Room. For more information, call the EAP at 6-6976.

Free diabetes screening

The Diabetes Prevention Program (DDP) at the MGH will hold free blood sugar screenings for employees and visitors May 13, 7 to 11 am, in the Central Lobby. Those planning to participate should avoid eating or drinking anything but water for 4 to 12 hours before the test. Participants will learn more about the DPP and its six-year study on diabetes prevention. For more information, call 4-3197.

Boston Bike Week

MGH Police and Security, Parking and Commuter Services and the MGH Missing Links Cycling Team encourage employees to participate in Boston Bike Week, May 17 to 23 by biking to work. A bike festival will take place May 22, 11 am to 2 pm, at City Hall Plaza. MGHers will ride as a group to the event, leaving at 11:45 am from the bike cage next to Ruth Sleeper Hall. All who participate will receive a free MGH T-shirt. Registration for the ride and a free continental breakfast will be held May 13, 7:30 to 9:30 am, in the East Lobby, CNY Building 149, and May 14, 7:30 to 9:30 am, at the bike cage on the main campus. Registration forms also may be picked up at the parking desk in the Main Lobby, the parking office in the Fruit Street Garage or at the CNY security desk.

For information, contact Rich McKinney of Commuter Services, at 6-4023 or via e-mail at *mckinney.richard@mgh.harvard.edu*.

Cancer support

The MGH Cancer Center Patient and Family Support Program will offer two programs in the Cancer Resource Room on Cox 1: "Care of the Spirit in Cancer Care," May 12, 11 am to noon; and "Relaxation and Visualization for Cancer Patients and Families," May 13, noon to 1 pm. For more information, call 4-1822.

Spaulding annual lecture

Harold Kushner, rabbi laureate of Temple Israel in Natick, Mass., and author of best-selling books "Why Bad Things Happen to Good People" and "How Good Do We Have to Be?" will deliver the annual Spaulding Lecture May 12, 6:30 pm, at the Royal Sonesta Hotel, in Cambridge. Kushner will focus on the emotional aspects of illness. A reception will begin at 5:30 pm. The event is open to the Partners community. To register, call (617) 573-7080.

ALS symposium

MGHers Merit Cudkowiz, MD, of Neurology, and Lisa Krivickas, MD, of the Neuromuscular Clinic, will speak with a panel of experts on ALS research and management at "Living with ALS," a symposium May 17, 1 to 5 pm, at the Holiday Inn Conference Center, Dedham. ALS patients and their families, health care professionals and students are invited to attend the discussion as well as visit the 13 informational exhibits. To attend, call (800) 258-3323.

IN GENERAL

Karen Murphy-Lind, RN, of the MGH•Charlestown HealthCare Center, recently received the Outstanding Community Service Award from the national Dermatology Nurses Association. She was recognized for her work in the promotion of skin cancer awareness, including organizing free skin care screenings at the health center for the American Cancer Society and volunteering to speak about skin cancer and skin care to community organizations and senior centers. She also is an advocate of community youth programs dealing with such issues as substance abuse awareness, school performance improvement and domestic violence.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

May 15, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Diversity effort moves ahead with new initiatives, programs

James J. Mongan, MD, MGH president

Offering fellowships to prepare minority nurses and allied health professionals for management positions; providing career development awards to minority clinicians and researchers; creating a minority house staff organization; awarding career advancement grants to technical, clerical and service workers; and expanding the interpreter pool: all are among the new initiatives included in a broad-based plan aimed at enhancing diversity at the MGH.

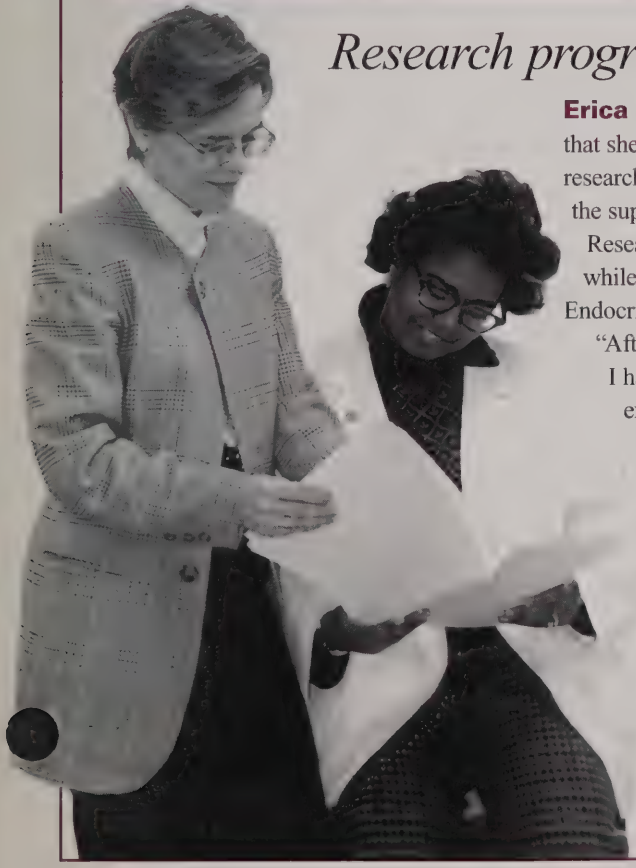
The multi-faceted diversity initiatives were developed as part of a hospitalwide process to assess the current state of diversity at the MGH and identify areas to which attention and resources should be directed. James J. Mongan, MD, president of the MGH, who chairs the hospital's Diversity Committee, says that the new efforts are focused on increasing minority representation in various sectors of the hospital and overcoming the barriers to becoming a more diverse institution.

"A diverse environment enriches the hospital experience for patients, families, employees, staff and visitors."

"We have tried to cast a broad net, examining diversity from the perspectives of the MGH as an employer, a provider of care and a member of the community," Mongan says. "While all of these roles are linked, our initial focus is to ensure that, as an

(Continued on Page 2)

Research program offers training for minority students



Janet Hall, MD, left, with Erica Marsh

Erica Marsh discovered two years ago that she had a new passion — clinical research. Marsh found her interest, with the support of the MGH Summer Research Trainee Program (SRTP), while working in the Reproductive Endocrine Unit with Janet Hall, MD.

"After completing my pre-med courses, I had hoped to use the experience to explore academic medicine before starting medical school," says Marsh. "What I didn't anticipate, however, was how much I would enjoy clinical research. This program was a new beginning for me."

The SRTP, sponsored by the Office of Minority Health Professions (OMHP) at MGH, has been giving minority students in college or medical school the opportunity to participate in laboratory-based research since 1991. Fifteen to 20 students, selected from a nationwide competition, join the program each summer. Students are assigned to specific MGH laboratories where they undertake research projects under the mentorship of an MGH investigator.

"The goal of this program is to inspire under-represented minority students to become physicians and scientists by immersing them in cutting-edge research opportunities that they might not normally get," says Winfred Williams, MD, director of the OMHP.

Now a second-year student at Harvard Medical School (HMS), Marsh has continued her MGH research project through an HMS enrichment program. Building on her initial project, which investigated the

(Continued on Page 2)

— Diversity effort moves ahead

(Continued from Page 1)

employer, the MGH is doing what it should to further diversity."

Since May 1997, the Diversity Committee has been hearing from vice presidents, service chiefs and department heads who were asked to present baseline diversity data from their specific areas, explain departmental diversity efforts and identify obstacles that they have encountered to achieving greater diversity.

"We must make sure that diversity is fully integrated into daily life at the MGH."

The presentations elicited a wide range of ideas for creating a more diverse environment. Suggestions included recruitment support and outreach to minority candidates, relocation services, mentoring, scholarships, loans and fellowships, participation with the minority community and additional interpreters at the hospital. The barriers to increasing diversity mentioned during the presentations included a small minority applicant pool, the reputation of Boston as being unfriendly for minorities, competition for minority applicants and limited advancement opportunities.

Using information from the presentations, the Diversity Committee has developed a series of recommendations that involve creating some new programs and expanding certain ongoing efforts. This multi-pronged plan, which will require significant hospital funding, has been approved by the trustees and reviewed by clinical and administrative leadership. Highlights of the plan include:

- For technical, clerical and service positions, a new program will offer 20 grants of $2,500 each to minority employees to provide support in advancing their careers.

- To increase the pool of management applicants, the MGH will establish a position focused on developing networks within minority communities. Grant support will be available to minority employees to help them advance into management positions.

- To address the shortage of minority nursing and allied health professionals, the MGH will create a fellowship to prepare individuals for management or clinical specialist roles. Scholarships will be available through the Patient Care Services Diversity Committee, and a formal mentoring program will be developed.

- For physicians and scientists, two minority faculty development awards of $30,000 each will be given annually. In addition, the Office of Minority Health Professions will add physician staff members as well as administrative staff to better address the needs of minority physicians and medical students. Other efforts include sponsoring a minority house staff organization and creating a contingency fund to recruit or retain highly sought minority candidates.

- To better meet the needs of its multicultural patient population, the MGH will hire five additional full-time interpreters. The hospital also will promote culturally competent care through hospital-supported training programs and communication efforts.

- To address Boston's reputation as unfriendly to minorities, the MGH will continue to participate in the activities of the communities it serves. The hospital will establish and maintain productive relationships with local minority communities and with minority professional organizations.

"The MGH is a place that values diversity," Mongan says. "A diverse environment enriches the hospital experience for patients, families, employees, staff and visitors. We must make sure that diversity is fully integrated into daily life at the MGH. These new diversity efforts are an important step toward achieving that goal." ●

— Training program

(Continued from Page 1)

affect of age on reproductive hormones in postmenopausal women, she has now developed a project in which daily fluctuations of these hormones in postmenopausal women are compared to those in normally-cycling women.

"Erica is the kind of student you want to draw into the research field," says Hall. "She is tremendously talented, driven and energetic." Hall adds that the SRTP not only provides a one-to-one mentorship for promising research students but also provides important networking opportunities for students of color to interact with other physicians and researchers.

In addition to the SRTP, the OMHP has other outreach programs to help increase the minority applicant pool — such as fellowships, internships and incentive programs. These programs were developed to target promising minority youth at different levels of their education — including high school, college, postgraduate, medical school and graduate medical education — to provide opportunities in the medical and research fields.

Under the leadership of the Minority Recruitment Committee, the OMHP strives to fulfill a larger objective of increasing the number of minorities in training programs and staff positions throughout the MGH. "Our patient population has become more ethnically diverse over the few years," says Williams. "The MGH has a continued commitment to increase the number of physicians of color to reflect the change in our patients' demographics."

For more information about the SRTP or the OMHP, call 4-3831. ●

Native American nurse shares unique perspective

Helen Stanley, a resident of the Pleasant Point Reservation, left, with Loretta Godfrey, RN

Loretta Godfrey, RN, initially joined the Diversity Steering Committee for the MGH Patient Care Services to help build awareness among the staff about Native Americans. "I wanted to help show the staff that we don't wear feathers and live only on reservations in the Southwest," says Godfrey, who is a nurse in the Dialysis Unit. "There is a large population of Native Americans in the Boston area."

The goal of the committee is to encourage caregivers to provide "culturally competent" care, which acknowledges and respects the beliefs and values of a diverse patient population."What I have learned from this committee is that every person of difference requires a particular sensitivity to their cultural needs, not just Native Americans — whether you are black, white, Chinese, Spanish, female, male, gay or lesbian," she says.

A member of the Passamaquoddy tribe of Maine, Godfrey teaches staff members about particular cultural needs that will help in treating Native American patients. "Many patients need to have the spiritual and emotional connection that they get from their cultures, especially when they are ill," she says.

Godfrey also brings her medical knowledge to her own tribe by volunteering at the Pleasant Point Health Center on the reservation in Perry, Maine. She recently helped with a study on diabetes and is trying to get funding for a substance abuse detoxification program.

MGH history in the making

Paula O'Connor, MD

Paula O'Connor, MD, didn't know she would be making history at the MGH when she decided to become a doctor. Her recent promotion to chief medical resident of the Department of Medicine, however, has made her the first African American at the hospital to hold that position.

As a teenager growing up in Freeport, Long Island, O'Connor contemplated various careers, such as professional tennis, dance and theatre design. At the age of 19, however, her career decision became clear. "My father's death was a life-changing experience for me," says O'Connor. "My mother and I were not engaged by the medical system; we were not made partners in his care. My goal as a physician is to try to make a difference in a system that hasn't always considered the needs of the patient as a whole — including his or her family's needs."

After completing medical school at Stanford University, O'Connor joined the MGH internal medicine residency program in 1993. Along with her duties as chief medical resident this year, she is continuing her fellowship in hematology/oncology.

As a physician of color, O'Connor hopes to be a role model and a welcoming face to other minority clinicians and patients.

"I hope that bringing diversity to this position sends a message that the hospital is making every effort to support physicians of color in their careers," she says.

A world of diversity in Environmental Services

Of the more than 500 MGH employees in Environmental Services, more than half are black, Hispanic, Asian or of other non-European ethnic backgrounds. However, says Bill Banchiere, director of Environmental Services, that figure only begins to describe the true depth of the department's diversity.

Employees in Environmental Services come from all over the world — from Trinidad and Honduras to Poland and China — and represent a myriad of skin colors, languages, cultures, religions and customs. Banchiere says, "It is very rewarding to work with such a large and diverse group of individuals — all of whom bring a variety of personalities, insights and perspectives to the MGH."

Banchiere says that to work as a team, it is essential for employees to be aware of and understand one another's differences, which range from the way they dress to the way they communicate and use body language.

Environmental Services goes out of its way to provide assistance to its employees — many of whom are adjusting to a new country and language — and to consider the special needs and requirements of different groups. Whether helping an employee fill out a tax form or calling state housing agencies, the department aims to accommodate and include everyone.

Environmental Services encourages pro-

(Continued on Page 4)

Bill Banchiere visits with Environmental Services employees, from left, Maria Dos Anjos and Blanca Rodriguez during their MGH-sponsored English as a second language class.

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MGH HOTLINE

WHAT'S HAPPENING

Fruit Street Garage parking
Because of renovations in the Fruit Street Garage beginning May 18, 60 to 100 spaces will be closed. The work is expected to end in November. To guarantee parking for patients and visitors, employees should adhere to the following policies: Parking is not permitted without card key privileges in the front garages from 9:30 am to 3:30 pm; department heads should minimize use of guest parking coupons, which should include name of guest; and parking coupons will not be accepted from employees. Parking personnel will be on-site to help with any problems. For more information, call James Israel at 6-3328 or David Ryan at 4-3786.

Partners annual reports
Partners annual reports are available in *Hotline* bins throughout the hospital and at the information desks in the Main and Central Lobbies. For more information, call Public Affairs at 6-2206.

MGH IHP commencement
Charles Sanders, MD, former MGH general director who led the hospital at the time the MGH Institute of Health Professions was founded, will speak at the school's commencement ceremony May 16, 1 pm, at McLean Hospital in Belmont. For tickets, call 6-8002.

Emergency Medical Services Week
In recognition of Emergency Medical Services Week, nurses from the MGH Emergency Department will host an information table, May 18, 9 am to 4 pm, in the Central Lobby. Information on injury and disease prevention will be displayed. For more information, call Maryfran Hughes, RN, at 4-4127.

Free skin cancer screenings
MGH•Revere HealthCare Center will sponsor free skin cancer screenings for the community May 20, 5 to 7:30 pm, on site at 300 Ocean Ave. in Revere. Screenings are by appointment only and can be scheduled by calling (781) 485-6140.

AMMP scholarship applications
Applications for the Association of Multicultural Members of Partners (AMMP) scholarships are available at the Learning and Diversity Office, Charles River Plaza, 185 Cambridge St., second floor. The scholarships are designed to assist minority employees of Partners HealthCare System in obtaining professional certificates and associate's, bachelor's or master's degrees. Deadline for submission is May 22. For more information, call 6-2230.

— *A world of diversity*

(Continued from Page 3)

fessional development within the department. In an effort to retain and promote hard-working individuals, the MGH offers several programs to help employees advance in their careers. Courses in English language and writing, basic typing and computer skills are available to help give employees experience necessary for more competitive positions. A current list of job openings available within the department is posted as a resource for employees to find new opportunities. Banchiere says, "We want everyone to have the chance to advance in their careers at the MGH."

Banchiere knows what it's like to be new to a country; he came to the United States from Argentina more than 30 years ago without speaking any English. He admits that he achieved his current position at the MGH by working hard — often handling three jobs at once and supporting himself through school. He concludes, "Anybody can make it in this country through study, hard work and sacrifice — I believe that from the bottom of my heart." ●

AMMP Spring Soiree
The Association of Multicultural Members of Partners (AMMP) will hold its Spring Soiree, May 21, 5 pm, at the Holiday Inn, 5 Blossom St.

The event is an opportunity for the Partners community to learn more about AMMP, its mission and activities. All employees of Partners are invited to enjoy an evening of dining and music while networking with colleagues.

AMMP works to promote recruitment, retention and advancement of women and people of color throughout the Partners network, through job fairs, mentoring and career development support.

"We believe that AMMP is positioned to help MGH achieve its diversity goals," said Darnell Williams, AMMP chair. "People are starting to realize the advantages that diversity brings to an organization, and AMMP is trying to help increase that diversity."

The Spring Soiree will offer hors d'oeuvres and a selection of meals, as well as a raffle drawing. Validated parking at a discounted rate of $5 will be available after 5 pm at the Cambridge Street Garage below Charles River Plaza.

To register, call Kim Clarke at 4-3312 or Denella Clark at 4-0928 by May 15.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

May 22, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Boston Evening Medical Center joins MGH

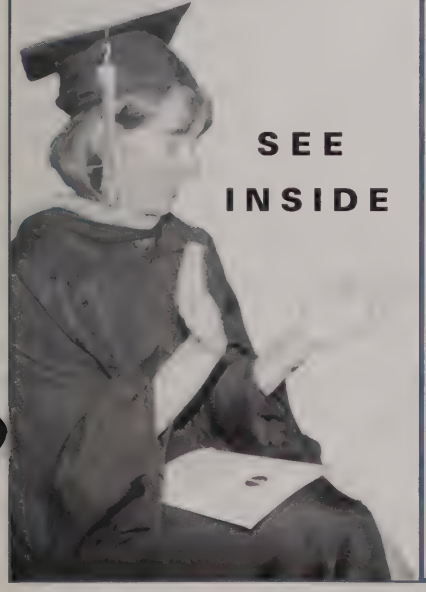
Boston Evening Medical Center (BEMC) — located at 388 Commonwealth Ave. in the Back Bay — became the fourth MGH licensed health care center May 18.

Approximately one year ago, BEMC approached MGH and Partners HealthCare System expressing interest in a relationship. Like the MGH•Charlestown, Chelsea and Revere HealthCare centers, BEMC-MGH now is owned and operated by the MGH, and its staff members are employees of the MGH.

(Continued on Page 2)

Standing, from left, Matt Fishman, director of Partners Community Benefit Program; Robert (Toby) Wesselhoeft, MD, medical director of BEMC-MGH; James J. Mongan, MD, president of the MGH; Ralph Schiff, board president of BEMC; Deborah Joelson, vice president of PCHI Network Development; Britain Nicholson, MD, MGH chief medical officer; and John Gardner, trustee of BEMC. Seated, from left, Jim Hunt, executive director of Massachusetts League of Community Health Centers; and Ruth Taylor and Ella Smith, co-directors of BEMC.

MGH Institute of Health Professions graduation



SEE INSIDE

Prayer by satellite — the best medicine

"**This is the best** medicine; I feel like I can jump out of this wheelchair," said Gerald Bonder, an MGH patient who participated in his grandson's bar mitzvah live via satellite from a conference room on Gray 4. Bonder, 68, was recuperating from quintuple bypass heart surgery and refused to miss the monumental moment in 13-year-old Matthew David Bonder's life. The only problem was that the senior Bonder was hospitalized miles away from the Framingham synagogue where the ceremony was being performed May 9.

A family friend worked with MGH staff to arrange the satellite link-up, which enabled Bonder to see the ceremony on a 35-inch television, hear the rabbi's prayers and his grandson's reading from the Torah and greet friends and family via a microphone that carried his voice through the synagogue's PA system.

"This is a new age, Matthew," Bonder told his grandson. "Prayer by satellite. It thrills me."

Treadwell Library links to public

Under a three-year contract beginning in July, the Massachusetts Board of Library Commissioners has designated MGH's Treadwell Library as the Consumer Health Reference Center for the commonwealth. Currently serving the biomedical community, Treadwell now will provide health information — via regional libraries — to the general public.

In the new venture, Treadwell will serve six Massachusetts public library systems by answering health reference inquiries, directing calls to appropriate organizations and agencies and developing training programs about health information for public library staff.

Kate Kelly, senior librarian at Treadwell and project manager for the new program, says: "The Treadwell staff members are thrilled the state has chosen our library." According to Kelly, the library was selected among others at top hospitals after a long application process. "This is an exciting opportunity for the Treadwell to promote excellence in the area of consumer health information throughout the state and, as an extension of the MGH, to more closely align ourselves with the hospital's service-oriented mission." ●

From left, Treadwell staff Sue Gumb, operations and business manager; Beth Schneider, senior librarian for systems and collection; Kate Kelly, senior librarian; and Jackie Bastille, director of Treadwell Library.

Shadow for a day

Seventh-graders from the James P. Timilty Middle School recently spent a day "shadowing" MGHers as part of a citywide initiative to introduce Boston public middle school students to career possibilities.

From left, Timilty students Fatima Tom, Maloney Martinez and Brandon Burrell with Jason Campagna, MD, PhD, a resident in MGH Anesthesia and Critical Care.

BOSTON EVENING MEDICAL CENTER

— BEMC

(Continued from Page 1)

"We are very pleased to welcome the BEMC to the MGH family. From its highly respected clinical services to its specialized programs, including its senior citizen and interpreter services, the BEMC demonstrates a strong tradition of listening to and meeting the needs of its patients," said James J. Mongan, MD, president of the MGH. "Our relationship with the health center strengthens MGH's presence in the Back Bay community."

Organized around a family practice m[illegible] of medicine, BEMC offers an array of primary and specialty care services, such as women's and mental health services, to its approximately 8,000 patients — many of whom are members of the Hotel, Restaurant Institutional Employees and Bartenders Union Local 26 – AFL-CIO.

Founded in 1927, BEMC has the distinction of being the oldest evening medical center in New England. Although BEMC is open during the daytime, it originally was established to provide high-quality and convenient evening medical appointments to working people in the community.

"We look forward to joining Massachusetts General Hospital, working to improve the health of people in our communities and helping to shape a new era of community health care," said Robert (Toby) Wesselhoeft, MD, medical director of BEMC.

Proceeds from the sale of the health center will be used to establish the Boston Evening Clinic Foundation — a grant-making organization dedicated to improving health and social services for people in the community. ●

Dana-Farber/Partners CancerCare ad campaign

Pat Keegan of Charlestown has survived many life challenges in her 54 years, but perhaps the most significant was surviving cancer. The compelling story of Keegan, who was treated for lung and brain cancer at the MGH, has launched an advertising campaign for Dana-Farber/Partners CancerCare (DF/PCC).

Through print, television, radio and public transportation ads, cancer patients will tell their individual stories of survival, all of which include finding treatment, support and compassion at the three DF/PCC institutions — the MGH, BWH and Dana-Farber Cancer Institute.

The ads, which started the week of May 18, will continue through the summer and early fall.

The new DF/PCC ad campaign features Pat Keegan, 54, of Charlestown, who was treated at MGH for lung and brain cancer, shown with her husband, Barry.

MGH IHP toasts graduating class and 20th anniversary

Faculty, staff, students, alumni and other friends of the MGH Institute of Health Professions (IHP) celebrated the school's 20th anniversary May 16 at its annual commencement ceremony, followed by a gala event at the Museum of Science.

The 1,000th IHP graduate was among the 146 receiving their diplomas at the ceremony held at McLean Hospital before an audience of nearly 1,000 people. Master's degrees were granted in nursing, physical therapy and speech language pathology. Diplomas were awarded by Ann Caldwell, president of the IHP, and Matina Horner, PhD, chair of the IHP Board of Trustees. James J. Mongan, MD, president of the MGH, also participated in the ceremony.

Charles Sanders, MD, general director of the MGH at the time of the IHP's founding, served as commencement speaker. In his address, Sanders reminded graduates: "Caring, curing where possible, and always serving the best interests of the patient — no human endeavor has a higher calling."

Following the ceremony, more than 300 guests attended the 20th anniversary celebration chaired by Edith Dabney, IHP trustee. Annabel Edwards, RN, a clinical nurse specialist in the MGH Pain Center and a 1986 graduate, delivered remarks on behalf of IHP alumni. The program also featured the premiere of a video about the IHP, which features Carmen Vega-barachowitz, MS, CCC-SLP, director of the MGH Speech Language Pathology Service, and Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse, both IHP faculty members.

Caldwell also recognized early supporters of the IHP, including Nancy Watts, PhD, first provost; Nelson Darling, former IHP trustee; and E. Lorraine Baugh, former chair of the IHP Board of Trustees. "The Institute is a young and vibrant academic community celebrating a unique history, an exciting present and an enormously promising future," said Caldwell. "This celebration is a tribute to all that has been and all that is yet to be." ●

Front row, from left, James J. Mongan, MD, MGH president; Ann Caldwell, IHP president; and Charles Sanders, MD, former general director of the MGH. Back row, from left, IHP trustees George Thibault, MD, BWH chief medical officer; Edith Dabney; Nicholas Grace, Esq.; E. Lorraine Baugh; and Héléne Sargeant.

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MGH HOTLINE

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WHAT'S HAPPENING

Holiday shuttle service
Because of the Memorial Day holiday, Partners shuttle service will not operate May 25.
For more information, call Transportation at 6-2250.

Health Awareness Day
The MGH•Charlestown HealthCare Center welcomes the community to its annual Health Awareness Day, May 28, 1 to 7 pm, at Johnnies Foodmaster, in the Bunker Hill Mall, Charlestown. This year's event, "Healthy Foods, Healthy Families and Healthy Lifestyles," will feature healthy food samples and demonstrations. A variety of informational displays — highlighting topics such as exercise and osteoporosis, child and adolescent health — and screenings will be available. For information, call 4-2074.

AIDS Walk
Partners employees are invited to walk in this year's AIDS Walk June 7, 9:30 am, along the Esplanade. The Partners team, friends and family will congregate for a pre-walk breakfast starting at 7:30 am, in the Warren Lobby. The walk benefits the AIDS Action Committee and 23 other AIDS service organizations in New England. Partners is one of the walk's major sponsors this year. To join the Partners team and receive a pledge form, contact Patricia DeLapp in the AIDS Research Center at 4-8332.

Schwartz Center rounds
All MGH caregivers are invited to the Schwartz Center Rounds May 29, noon to 1 pm, in the Walcott Conference rooms. The topic of this month's discussion is "Communicating with Cancer Patients about Reproductive Issues." Lunch will be served starting at 11:45 am. To register, call the MGH Thoracic Oncology Center at 4-6862.

Conference on living with cancer
The Network for Patients and Families, a peer support program of the MGH Cancer Center, will host a conference for patients and survivors, families, partners and friends June 6, 9:30 am to 2 pm, in the O'Keeffe Auditorium. The conference will feature a panel discussion led by Christopher Lydon, of WBUR radio, exploring insurance issues, workplace and legal rights and practical advice.
A luncheon will follow the discussion. The conference ee is $10. For registration, call 4-1822.

Partners Handbook — an online reference collection
This May, Partners Information Systems released the Partners Handbook, an online resource with links to clinical references, including journals, patient handouts and educational software. The handbook is available on Partners standard Microsoft Windows 95 workstations and can be accessed from the start menu by choosing "Partners Applications" and then, "Clinical References." The web site also is available directly at *http://is.partners.org/handbook.* For more information contact Anna Petronzio at *apetronzio@partners.org.*

Human Genetics in Clinical Investigation
The Molecular Neurogenetics Unit and the Clinical Research Program (CRP) are co-sponsoring "Human Genetics in Clinical Investigation," a basic course in genetics with application to clinical research. The class takes place June 2, 9, 16 and 23, 3:30 to 5 pm, in the O'Keeffe Auditorium. For more information or for registration materials, visit *www.crnet.mgh.harvard.edu* or call Lee Leahy at 6-3310.

Psychiatry film series
MGH Psychiatry will present the last film in its series on human sexuality May 27, 6:30 pm, in the Walcott Conference Room. The film "Courageous Hearts of Transsexual Men" will be followed by a discussion led by one of the men featured in the film. Admission is free, and everyone is welcome. For information, call William Pirl, MD, at 4-6300, mailbox 133-1117.

In recognition of National Emergency Medical Services (EMS) Week, MGH Emergency Department nurses — including *(left)* Erin Burke, RN, and Kellie Mitchell, RN — and Boston EMS paramedics, including Dennis Mitchell, talked to patients and visitors in the Central Lobby about injury prevention and safety May 18.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

May 29, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH launches campaign promoting patient confidentiality

The MGH kicked off a confidentiality campaign this week to remind staff, employees and patients about hospital patient confidentiality policies. The campaign includes e-mails, posters and articles in MGH publications for staff and employees. Brochures detailing the Partners HealthCare System policy on patient confidentiality will be available to outpatients throughout the ambulatory care areas and inpatients through the Admitting Department.

"In our jobs in the health care field, we see and hear confidential information all the time," says Nancy Earnley, RRA, Partners corporate manager of confidentiality. "It may be easy to forget how important it is to keep that information private. It is the responsibility of all staff and employees to keep patient information confidential, and the hospital takes this responsibility seriously. Violating confidentiality policies can lead to disciplinary action, including termination."

Below are excerpts from the patient confidentiality policy:

- Keep confidential any patient information that includes, but is not limited to, the patient's name, physical or psychological condition, emotional status, financial situation or demographic information.
- Share patient information only when another person needs to know the information to perform his or her job.
- Be mindful of surroundings when

(Continued on Page 2)

"Get Fit Group" improves health

Every Tuesday for the last nine months, 22 women have been meeting at the MGH•Charlestown HealthCare Center with Kathryn Hayward, MD, and a staff of five to learn ways to lose weight and improve their health. Dubbed the "Get Fit Group," the distinctive weight loss program was designed by Hayward as a collaboration between patients and medical staff to address the complicated psychological, social and medical issues that contribute to obesity.

"One of the successful aspects of this program is the team approach," says Hayward, an internist at Massachusetts General Medical Group and a former staff physician at the Charlestown health center. "The patients helped us design this program and continue to work with the staff to make improvements. The participants are key to their own success."

(Continued on Page 3)

From left, "Get Fit Group" participants Marianne Howard, Ann Marie McGoff and Sally Woods check food labels as they shop at Johnnys Foodmaster in Charlestown.

— Patient confidentiality campaign

(Continued from Page 1)

discussing patient information. Avoid discussing patient cases in any public place such as elevators, hallways, shuttle buses, public transportation or at social events.

- Keep confidential papers, reports and computer data in a secure place.
- Retrieve confidential papers from fax machines, copiers, mail boxes and conference tables as quickly as possible.
- Use technology such as fax machines and e-mail only to support patient care activities. Do not fax information to attorneys, employers or patients.
- Always tear or shred paper copies of any document containing patient information.

For more information about patient confidentiality policies, call Earnley at 732-7435 or Gerry Abrahamian, director of MGH Health Information Management, at 4-0208. ●

Klibanski honored for supporting women faculty

Anne Klibanski, MD

Anne Klibanski, MD, chief of the MGH Neuroendocrine Unit and Endocrine Division and professor of Medicine at Harvard Medical School (HMS), is the first recipient of the HMS Dean's Award for the Support and Advancement of Women Faculty. At the HMS faculty meeting May 27, Klibanski was recognized for her leadership role for women.

HMS Dean Joseph Martin, MD, initiated the new award, which recognizes the contributions of an individual who has significantly enhanced or supported recruitment, retention or promotion of women faculty at HMS and its affiliated institutions. The award was organized by the HMS/Harvard School of Dental Medicine Joint Committee on the Status of Women.

"Anne Klibanski was an outstanding candidate for the Dean's Award," says Beverly Biller, MD, of the MGH Neuroendocrine Unit, who nominated Klibanski for the award. "She is truly deserving of this award and should be recognized for her many achievements in this area."

In her nomination of Klibanski, Biller cited many of her accomplishments, including her collaboration with Jane Claflin, MGH honorary trustee, to create the Women in Academic Medicine Committee; her work to promote faculty mentoring programs, as chair of the Faculty Development Committee of the MGH Department of Medicine; and her leadership example as the first woman professor and division head in the MGH Department of Medicine.

[redacted] given freely of her time to talk to students, house officers, fellows and staff from multiple departments about balancing their career goals and family needs," says Biller. "She has created an atmosphere where personal flexibility and bottom line accomplishments merge to everyone's advantage."

AMMP holds Spring Soiree

The Association of Multicultural Members of Partners (AMMP) held its Spring Soiree May 21, at the Holiday Inn on Blossom Street. MGH and other Partners employees enjoyed an evening of food and drink, raffle prizes and music courtesy of the Eric Preusser Trio.

Hosted by AMMP's Membership and Public Relations committees, the Spring Soiree gave the Partners community a chance to learn more about AMMP, its mission and activities.

Darnell Williams, AMMP chair, presents a plaque to Grace Elson, former AMMP vice chair.

"We felt this event was needed, with so many new people coming to Partners," said Kim Clarke, membership chair for AMMP. "We wanted to give Partners employees a chance to network with each other."

Darnell Williams, AMMP chair, welcomed guests and thanked current members for their hard work and diligence. After presenting Grace Elson, former AMMP [redacted] plaque in honor of her work with AMMP, Williams encouraged newcomers to become involved with the organization.

"Looking around this room, we know that AMMP has made a difference," Williams said. "I hope that everyone here becomes an integral part of AMMP."

Teresa Lammey of Spaulding, was recognized as the most recent recipient of the AMMP scholarship. The scholarship assists minority employees of Partners in obtaining professional certificates and advanced degrees. ●

— "Get Fit Group" improves health

(Continued from Page 1)

During the first 12 weeks of the program, participants met weekly with Hayward; Kris Murphy, MS, RD, a nutritionist at MGH•Charlestown HealthCare Center; Virginia Harlan, LICSW, a group therapist at MGH•Charlestown HealthCare Center; Lorna Hayward, PT, EdD, MPH, a physical therapist and professor at Northeastern University; and Michael Jasper, PhD, a researcher and Tai Chi instructor. The group explored ways to exercise, good nutrition, stress management and emotional factors that contribute to obesity. The participants also could choose to receive weekly acupuncture treatments with Lyn Swirda, a Brookline acupuncturist.

During the next six months of the program, the participants took a leadership role by selecting, researching and leading discussions on topics such as spirituality, motivation, medical illnesses and herbal weight loss therapies.

The program was developed three years ago as a response to Hayward's patients' demand for Fen-Phen and Redux, which were highly publicized weight loss medications. She felt that giving pills would not address the complex feelings and behaviors that contribute to obesity. Hayward says, "Most of the participants are veterans of the usual weight loss programs such as Weight Watchers, and many of them have lost significant amounts of weight, only to regain it. The multidisciplinary, holistic approach helps participants look closely at emotional needs, build self-esteem and confidence and understand what may be hindering their ability to lose weight and keep it off."

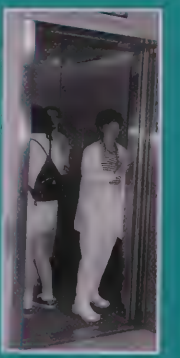
In 1997, the "Get Fit Group" received funding from the Kenneth B. Schwartz Center, an organization dedicated to strengthening the relationship between patients and caregivers. This one-time grant supports the current program and a research study designed to assess whether the program, based on a close interaction between patients and staff, positively enhanced the health of chronically obese patients. Hayward says she hopes that the results will influence treatment of and insurance reimbursement for obesity and other chronic conditions. More research is needed, however, and Hayward is looking for support to continue the program after it ends June 1998. ●

Bikers for a day

Spurning their regular mode of tra[redacted]tation, a [redacted] of MGHers donned their bike helmets and rode their two-wheelers to work in recognition of Boston Bike to Work Day May 22. The MGH Missing Links Cycling Team joined with MGH Police, Security, Parking and Commuter Services to lead the pack of bikers to a citywide bike festival held at Boston City Hall Plaza.

Elevator ups and downs

The traffic on the Ellison/Blake elevators can get congested at various times during the day, particularly at lunchtime. To avoid traffic jams and allow elevator use for patients and families, employees and staff are encouraged to take the White and Bigelow/Gray elevators, which have been upgraded to offer better service. These elevators are currently under-utilized.



MGHers also are reminded to respect patient privacy by showing special consideration to patients who are being transported. If these patients are occupying or waiting for an elevator, employees and staff should wait for the next available elevator.

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MGH HOTLINE

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WHAT'S HAPPENING

MGPO quarterly meeting

All physicians and MGH employees are invited to the MGPO fiscal third quarter staff meeting June 3, 5:30 to 7 pm, in the O'Keeffe Auditorium. For more information or a copy of the agenda, contact Kristin Duisberg at 4-9080.

Physiologic investigation

The Mallinckrodt General Clinical Research Center and the Clinical Research Program are co-sponsoring "Introduction to Physiologic Investigation," a course presented in nine lectures throughout July. The classes will meet Tuesdays and Thursdays, 5 to 6 pm, in the Bigelow Amphitheater, White 4. To register, visit the website *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Genetics of Human Brain Cancer

The Giovanni Armenise - Harvard Foundation will sponsor "Genetics of Human Brain Cancer," a symposium offering a new molecular perspective on the origin, progression and novel treatment of highly lethal tumors. Speakers include Xandra Breakefield, PhD, of the MGH Molecular Genetics Unit; Harold Varmus, MD, director of the National Institutes of Health; Paul Kliehues, MD, director of the Centre International de Recherche sur le Cancer; Charles Stiles, PhD, of the Dana-Farber Cancer Institute; and Frank McKeon, PhD, of Harvard Medical School. The symposium takes place June 24, 1:15 to 5:45 pm, in the Carl W. Walter Amphitheater, Tosteson Medical Education Center, 260 Longwood Ave. A reception will follow the program. For reservations, call Cheryl King at 535-6500.

Migraine management

The Partners Neurology Headache Center will sponsor "Current Concepts in Migraine Management," a lecture for health care professionals June 11, 6 to 8:30 pm, at the Westin Hotel in Waltham. Reception and dinner will be included. Seating is limited. For reservations, call 4-9957 by June 9 and leave name, phone number and Partners affiliation.

Bike to the Cape

Join the MGH Missing Links Cycling Team for "Escape to the Cape," the annual Great Mass Getaway Cycling Tour hosted by the National Multiple Sclerosis Society June 27 and 28. For more information, contact Sam Roberts at 4-1755 or via e-mail at *roberts.samuel@mgh.harvard.edu.*

Spaulding Pediatrics lecture

"Spasticity Management in Young Children," the next lecture in Spaulding's New Beginnings in Rehabilitation series, will take place June 11, 11:30 am to 1 pm, in conference room 8, at Spaulding. For reservations, call 573-2225.

MASSACHUSETTS GENERAL HOSPITAL

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IN GENERAL

Margaret Bauman, MD, of MGH Pediatric Neurology and of the Learning Disorders Unit, recently received the Smith College Medal awarded annually to alumnae who serve their communities. She is founder and medical director of LADDERS (Learning and Developmental Disabilities and Rehabilitative Service), a satellite clinic of the MGH Pediatric Service in Needham.

Noah Liel-Cohen, MD, of the MGH Cardiac Unit, received the Young Investigator Award from the American College of Cardiology. Her studies focused on the development of a new surgical procedure designed to relieve the mitral insufficiency that occurs commonly in patients after myocardial infarction. Her research team included **Jose Guerrero** of the Cardiovascular Laboratory, **Mark Handschumacher** of the Cardiac Unit and **Robert Levine, MD,** director of the Cardiac Ultrasound Laboratory.

David Sachs, MD, director of the Transplantation Biology Research Center, received the 1998 Novartis Established Investigator Award from the American Society of Transplant Physicians. The award honors distinguished scientists at the midpoint of their careers.

Lynn Sullivan, RRT, of MGH Respiratory Care Services, was honored as a Local Hero by the American Lung Association for her work implementing programs for Camp Chest Nut, a summer camp in Becket, Mass. for children who suffer from asthma.

Partnerswide training assessment

For the next few months, Learning and Diversity will assess the training programs throughout Partners to identify training needs and create an inventory of existing training opportunities. The assessment will serve as a planning resource, helping MGH and other Partners-affiliated institutions highlight and respond to critical training needs consistently in the future.

Jeff Davis, senior vice president for Human Resources at MGH, says: "Most of the training that currently takes place at the MGH is decentralized. This assessment will help the hospital identify this training, set priorities and decide how to spend its training dollars."

Learning and Diversity will gather information from MGH and other Partners employees through focus groups, interviews and questionnaires. An advisory board comprised of employees from each of the Partners-affiliated institutions will help provide feedback about the project.

Employees are encouraged to submit suggestions projecting their most important learning and training needs for the next 12 months. Suggestions, which should include employee's job title and place of work, may be mailed to Learning and Diversity, Charles River Plaza, 185 Cambridge St. or faxed to 6-3268 by June 12. All information will remain confidential.

June 5, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH receives trauma center reverification

The MGH adult trauma center has received reverification as a Level 1 trauma center by the Committee on Trauma of the American College of Surgeons (ACS), making it one of a handful of hospitals in the country to attain Level 1 verification in three areas of service — adult trauma, adult burn and pediatric trauma.

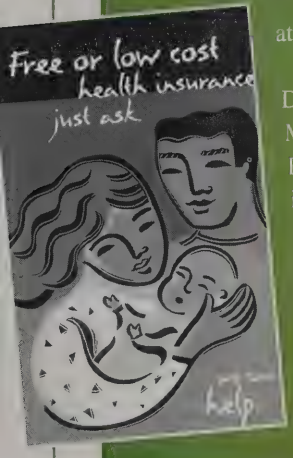
These top-level verifications — nationally recognized rankings defined by the ACS and the American Burn Association — reflect high-quality care at an institution in areas such as availability of skilled experts, accessibility of critical equipment and strength of emergency critical care protocols.

"A Level 1 trauma center is recognized as one that is capable of providing total care for every aspect of injury from prevention through rehabilitation," says Ronald Tompkins, MD, ScD, chief of MGH Burn and Trauma Services. "We are extremely pleased that the ACS has recognized our center as a premier trauma unit and renewed our Level 1 verification."

According to ACS guidelines, hospitals must meet very strict criteria to receive a Level 1 verification. The adult trauma and burn and pediatric trauma verifications are voluntary processes that are renewed every three years. ●

Expanded program helps patients access affordable health insurance

When Angela Souza couldn't move her right hand, she knew exactly where to go for care — the MGH•Revere HealthCare Center. As a Revere resident for four years, Souza was familiar with the services of the health center, but for this particular visit, she was nervous.



"We didn't have insurance since I am now unemployed, and my husband was recently put on part-time status at the cleaning company he works for," said Souza. "I wasn't sure how we were going to pay for my care."

After Souza was treated by Caroline Tsen, MD, she met with Lisa D'Alleva, who is a patient financial services counselor at MGH•Revere. They discussed different payment options, and D'Alleva suggested an alternative that would provide full insurance coverage for Souza, her husband and two daughters. The Souza family was then enrolled into Mass Health, a state and federally supported health insurance plan, formerly known as Medicaid.

"Thank God I have this insurance now," said Souza. "My family and I now can get full benefits while I look for a full-time job."

D'Alleva and other MGH financial services counselors screen, evaluate and help eligible uninsured and

(Continued on Page 2)

From left, Jacqueline, Angela, Clovis and Rebecca Souza with Lisa D'Alleva, a patient financial services counselor at MGH•Revere HealthCare Center.

Ladies Visiting Committee extends support to Chaplaincy

The Ladies Visiting Committee (LVC) recently gave $50,000 to the MGH Chaplaincy, continuing its long tradition of support for spiritual care at the hospital.

According to Rev. Mary Martha Thiel, the funding will serve as seed money to expand the Chaplaincy's programs. These include providing both outreach and direct pastoral care to patients and families and educating multidisciplinary MGH staff in spiritual care.

Being able to care for the MGH's diverse population is paramount to the Chaplaincy, says Thiel. "We have a multifaceted staff who represent Roman Catholic, Protestant, Jewish and, later this summer, Muslim religions, and we have access to community clergy in other faith groups as well."

According to Lucy Burr, chairman of the LVC, the members of the committee are excited to participate in the Chaplaincy's progress, mentioning specifically the dedication of Dorothy Martin, chairman of the Chapel committee. "The LVC is aware of the increasing needs of the hospital community for spiritual care in every denomination and religion," Burr says. "Through this gift, we can help respond to these needs."

Sister Sheila Hammond of the Chaplaincy says: "We are incredibly grateful to the LVC for its many years of support to our programs and to the spiritual care of MGH patients, families and staff. We are delighted to take this next step, one which will allow us to reach more people and provide them with more pervasive and consistent spiritual care." ●

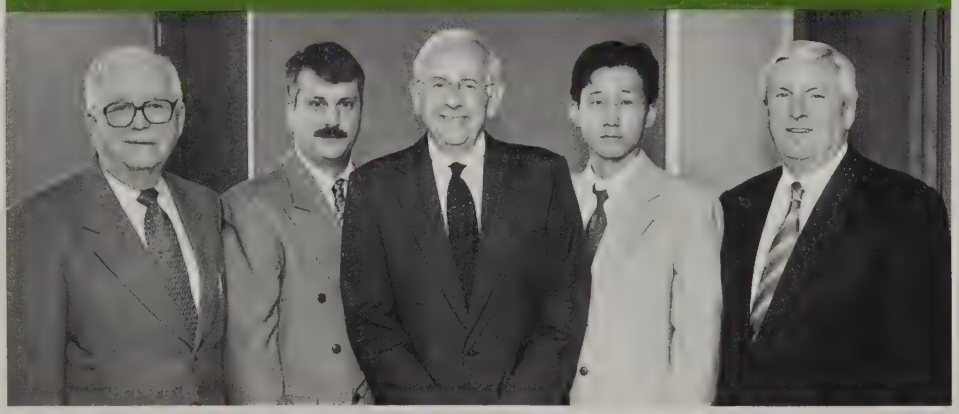
Kim named recipient of first Nesson Award

Tae-Wan Kim, PhD, of the MGH Neurology Service, has been named one of two recipients of the first Partners Investigator Nesson Award. Kim, along with George DeSanctis, MD, of BWH, were chosen from a pool of talented junior faculty by a committee led by Eugene Braunwald, MD, vice president for Academic Programs at Partners HealthCare System.

John Connors Jr., chairman of the board at Partners, donated a generous gift to establish this award, which is named for H. Richard Nesson, MD, Partners' first CEO.

The Partners Investigator Nesson Award provides support to promising biomedical scientists early in their scientific careers. Kim's research is on the molecular basis of Alzheimer's Disease.

From left, Eugene Braunwald, MD, vice president for Academic Programs at Partners; George DeSanctis, MD, of BWH; H. Richard Nesson, MD, Partners' first CEO; Tae-Wan Kim, PhD, of the MGH Neurology Service; and John Connors Jr., chairman of the board at Partners.



— Health insurance

(Continued from Page 1)

underinsured patients enroll into public health insurance programs such as Mass Health or the Children's Medical Security Plan. The counselors also help determine whether patients are eligible for free care. Twelve counselors will be added to the MGH Patient Financial Services staff as part of a new Health Insurance Access Program (HIAP).

"The goal of HIAP is to enhance the hospital's ability to help patients access insurance coverage, which we hope will result in an improvement in their health care experience," says Allison Rimm, director of the MGH Office of the President. "Many people who don't have insurance may not realize that they are eligible for coverage. This program can help provide the peace of mind for patients that their medical needs will be met."

According to the Massachusetts Hospital Association, more than 766,000 people in Massachusetts do not have health insurance. Each year the MGH provides care to approximately 37,000 of those uninsured patients — some of whom are free care patients. The MGH provided $39 million in free care last year — the third highest provider in the state following Boston Medical Center and Cambridge Hospital.

Because of the expanded eligibility guidelines for Mass Health, more uninsured patients are eligible for partial or full medical coverage, according to Rimm. HIAP also will help the hospital to comply with a new state law that requires providers to screen all potential free care patients for eligibility in other programs. With more patients receiving the benefits of medical coverage, the hospital will, in turn, gain improved revenues.

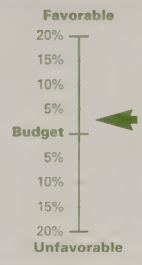
Posters, patient brochures and other collateral material will be displayed throughout the hospital and the health centers to inform patients about the new expanded program. For more information or to direct patient inquiries, call 6-2191 on the main campus or call the MGH health centers directly. ●

MGH Vital Signs: FY 1998 second quarter results

A quarterly status report on five key performance indicators

Admissions exceeded budget by 404 cases and have risen by 490 cases compared with the same period last fiscal year. The continued growth of Obstetrics, combined with the increasing number of referrals from Partners-affiliated practices, provides a solid framework for future admissions. The MGH will continue to monitor admissions closely as the year progresses.

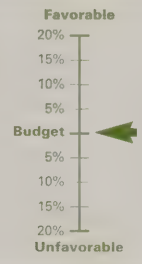
FY '98 actual:	17,860
Patient days	116,433
Surgeries	7,932
Births	1,176
FY '98 budgeted:	17,456
FY '97 actual:	17,370



Five-year trend

Length of stay (LOS) was exactly on budget on a year-to-date basis, despite an increase in LOS during the second quarter, and was 1.7 days lower than FY '97. Managing LOS continues to be a significant focus for Operations Improvement clinical teams.

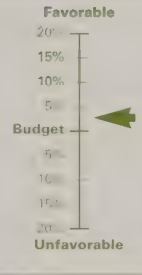
	Days
FY '98 actual:	6.52
FY '98 budgeted:	6.52
FY '97 actual:	6.69



Five-year trend

Average daily census of inpatients was somewhat higher than budgeted and almost the same as last fiscal year. Combined with the steady increase in observation activity, this increase in patients puts pressure on the clinical and support staff during periods when the hospital approached capacity. It is hoped the opening of 14 additional beds will relieve stress in key areas of patient care.

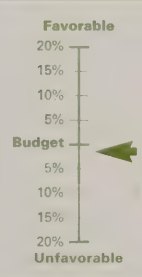
FY '98 actual:	636
Average beds in service	827
Occupancy rate	77.2%
FY '98 budgeted:	622
FY '97 actual:	639



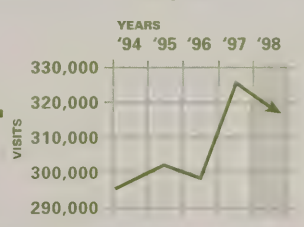
Five-year trend

Outpatient visits are up this quarter compared with the prior year but still down relative to the budget. Volume at the health center sites in particular has grown and is now consistently exceeding budget.

FY '98 actual:	317,117
Surgeries	6,578
Clinic visits	174,435
Health center visits	113,426
Emergency visits	29,256
FY '98 budgeted:	324,882
FY '97 actual:	324,743

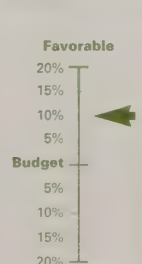


Five-year trend

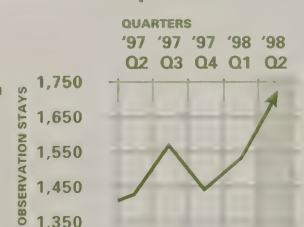


Observation stays are about 10 percent above budget for the year and over last fiscal year by more than 15 percent. The LOS for observation patients is generally less than 24 hours, but is reimbursed at a much lower rate than a one day admission.

FY '98 actual:	3,269
Chemotherapy infusion	147
Routine post-procedure recovery	648
FY '98 budgeted:	2,961
FY '97 actual:	2,819



Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Be an informed traveler

A new travel advisory service offered through the Police and Security Department now is available to MGHers to help make international travel safer. Through this service, which provides updated information from U.S. State Department travel advisories, employees can get the latest information about foreign countries, including the location of U.S. embassies and consulates, laws and customs, as well as possible security risks. Requests will be filled within 48 hours. This free travel advisory service is available by calling 4-3036.

Elder care seminar

The MGH Employee Assistance Program will sponsor the next in its work/life seminar series, "Elder Care — Who will Care for Mom and Dad?" June 11, noon, in the Wellman conference room. Barbara Moscowitz, MSW, of MGH Beacon Hill Senior Health, will speak. All MGH and Partners employees are welcome. For more information, call 6-6976.

Free diabetes screening

The MGH Diabetes Prevention Program (DPP) will hold a free blood sugar screening for employees and visitors June 10, 8 am to 1 pm, in the Larry E. Martin conference room B, CNY Building 149. Those planning to participate should avoid eating or drinking anything but water for 4 to 12 hours before the test. Participants will learn more about the DPP and its six-year study on diabetes prevention. For more information, call 4-3197.

Summer bake sale

The MGH Pediatric Hematology/Oncology and Vascular Surgery divisions will host a summer bake sale to benefit pediatric patients and their families June 9, beginning at 9:30 am, outside the MGH General Store.

Ethics lecture

The MGH Ethics Task Force will present a lecture entitled "Patient Rights, Provider Ethics," June 10, 5 to 6 pm, in Walcott conference rooms 2 and 3. A reception will begin at 4:30 pm. For information, call 6-2296.

Spelling bee

Spelling whizzes are wanted for the *Boston Globe's* Corporate Spelling Bee — a benefit for the Boston Adult Literacy Fund — June 16, 4:30 pm, at the Federal Reserve Bank of Boston, South Station. MGH and Partners-affiliated employees interested in joining the Partners team may call Kerem Fischbach at 278-1053 by June 10.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

IN GENERAL

Elliot Miller, MD, of MGH Anesthesia, recently was commended for 12 outstanding years of service as president of the Wood Library Museum of Anesthesiology by the organization's trustees and by the American Society of Anesthesiologists.

James Perrin, MD, director of MGH General Pediatrics, recently received a Robert Wood Johnson Foundation Investigator Award in Health Policy Research. He will review the role of health and welfare policies in the lives of children with chronic health problems.

Jack Szostak, PhD, of the MGH Molecular Biology Department, recently was elected to the National Academy of Sciences.

Nicholas Zervas, MD, chief of MGH Neurosurgery, recently received the Distinguished Service Medal of the Hellenic Medical Association in Athens, Greece. In addition, he was honored by the International Congress of Experimental Neurology and Neuropathy in Perth, Australia, and was the honorary guest speaker at the national Congress of Neurological Surgeons held last fall in New Orleans.

Paper or plastic? Health check, aisle 3

Larry Mulrey gets his blood sugar level checked by Alison Young, MPH, a field recruiter for the MGH's Diabetes Prevention Program, at the MGH•Charlestown HealthCare Center's Health Awareness Day, May 28 at Johnnies Foodmaster in Charlestown. Local shoppers took advantage of free screenings for diabetes, cholesterol and body fat; had their vision and hearing checked; and picked up literature about nutrition, exercise, disease and smoking cessation.

June 12, 1998

MGH HOTLINE

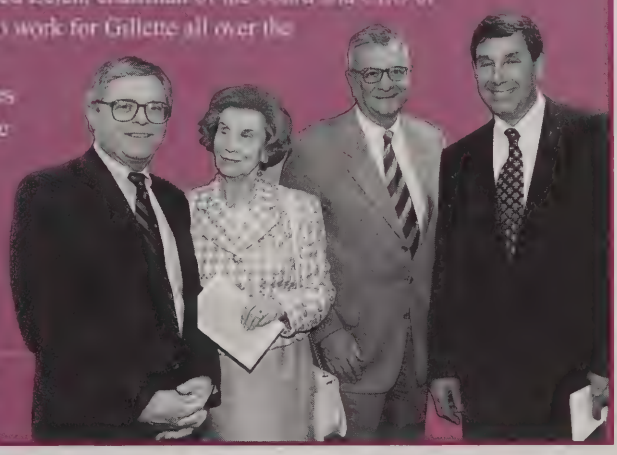
A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH Gillette Center for Women's Cancers dedicated

"Not only will this new center provide excellence in patient care, but it also will provide comfort, sensitivity and most of all a place of hope," said James J. Mongan, MD, MGH president, at the dedication of the new MGH Gillette Center for Women's Cancers June 8. The dedication showcased the new center, which opened in February, and provided attendees the opportunity to tour the new facility and the newly-renovated areas of the MGH Cancer Center on Cox 1. The event also gave MGHers the opportunity to publicly thank The Gillette Company for its generous support of clinical and basic research in women's cancers.

"This is an impressive page in Gillette's 99-year history," said Alfred Zeien, chairman of the board and CEO of The Gillette Company. "This center is a gift from the 44,000 people who work for Gillette all over the world. They are the ones who made this contribution possible."

As part of Dana-Farber/Partners CancerCare, the new center provides multidisciplinary care to breast and gynecological cancer patients. The center offers an array of comprehensive services to meet patients' needs. These include multidisciplinary consultation, state-of-the-art research and treatments, genetic counseling, individual and family counseling, nutrition services and physical therapy. Its sister facility in the Longwood Medical Area opened in November 1997. For more information, call 4-4800.



From left, Mongan, Jane Claflin, honorary MGH trustee, Zeien and Bruce Chabner, MD, clinical director, MGH Cancer Center.

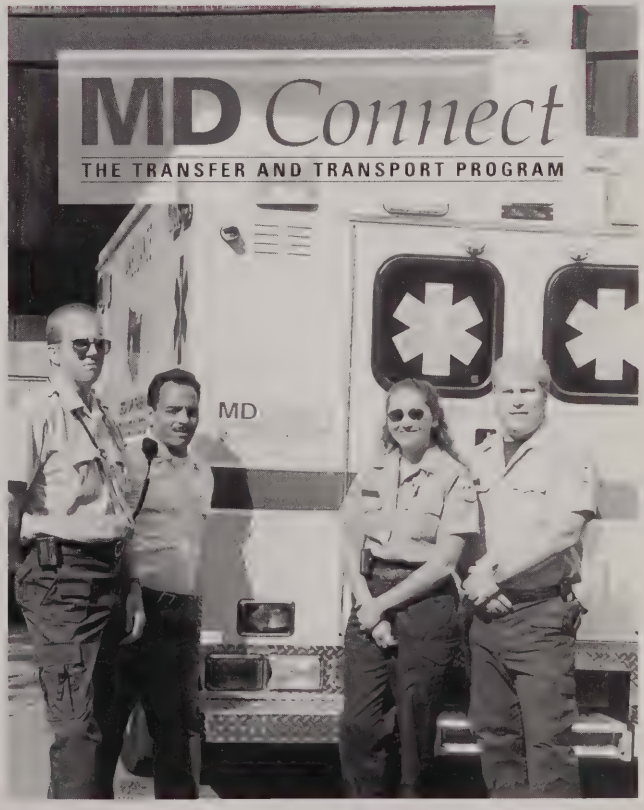
MD Connect links to community physicians

Transferring critical care patients from community hospitals to the MGH and BWH will get easier with a Partners-sponsored program called MD Connect. This effort, which was developed jointly by the emergency departments at the MGH and BWH, will build upon existing access and transfer services for critically ill patients. MD Connect will increase communication between referring physicians and accepting staff and will facilitate the rapid completion of hospital-to-hospital transfers.

> **"THIS PROGRAM WILL STREAMLINE THE TRANSFER OF CRITICAL PATIENTS INTO THE MGH AND BWH."**
>
> — EDUARDO CASTRO, MD

"This program will streamline the transfer of critical patients into the MGH and BWH," says Eduardo Castro, MD, medical director of MD Connect and an attending physician in the MGH Emergency Department.

(Continued on Page 2)



From left, MD Connect staff Tad Johnston, EMTP; Juan McFaline, supervisor; Kristin Johnson, RN, CCRN; and Bill Morrissey, EMT.

— MD Connect

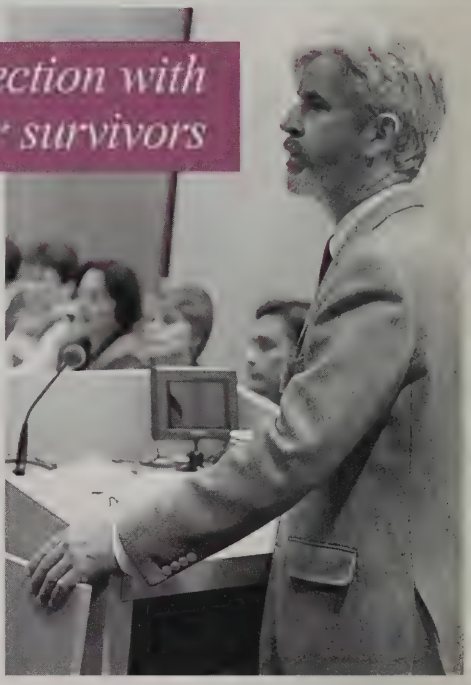
(Continued from page 1)

Presently there are more than 60 access phone numbers that community physicians can call to have critical care patients transferred to the MGH or BWH. Accessible via a single toll-free phone number, the MD Connect staff coordinates the acceptance of a patient from a community hospital by an attending-level physician or surgeon at either the MGH or BWH and helps to update the referring physician about the patient's admission, treatment and discharge. "We recognize the need to coordinate community physician referrals of these extremely ill patients to provide easier access to the Partners system," says Castro.

In the past, making arrangements for hospital-to-hospital transportation and necessary support services made patient transfers time-consuming for referring physicians. MD Connect will facilitate the rapid transfer to either institution by utilizing a "preferred provider" ambulance service to transport patients directly to the appropriate unit or department. American Medical Response, Inc. (AMR) was chosen as the service to transfer patients in uniquely equipped, critical care ambulances. Staffed with specially trained critical care nurses and paramedics, the ambulance can handle the most critically ill patients — including those on ventilators, with multiple intravenous drips and with other specialized requirements — whose needs can often overwhelm most ambulance services.

"This program will make a tangible difference in both the service we provide to our referring physicians and the care that transfer patients receive en route," says Ron Walls, MD, chairman of the Department of Emergency Medicine at BWH. Alasdair Conn, MD, chief of MGH Emergency Services adds, "This is a great example of what two departments can achieve when they work together." For more information about MD Connect, call Jim Pfeffer, program manager, at 6-2291 ●

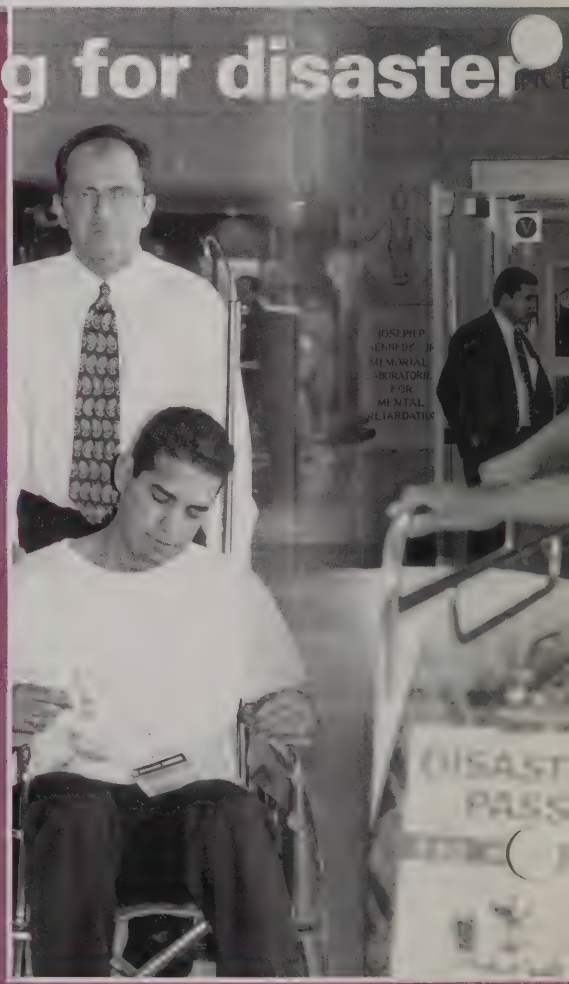
Lydon makes connection with cancer survivors



Christopher Lydon, host of WBUR-FM radio's "The Connection," led a panel discussion at a cancer survivors conference June 6. The conference for cancer patients, survivors, their families and friends was sponsored by the MGH Network for Patients and Families, a peer support program of the MGH Cancer Center. The panel explored issues such as health and life insurance, workplace and legal rights and practical advice for cancer patients and survivors.

A photo exhibit called the "Wall of Hope," which depicts photos of MGH cancer survivors, was introduced at the conference and is on display on Cox 1. ●

Preparing for disaster



If an airplane crashed at Logan International Airport, the MGH proved it would be ready at a citywide disaster drill June 4. The drill, a joint effort between Massport and the Conference of Boston Teaching Hospitals, simulated a crash with 120 fake "patients."

Drenched in blood (red juice), patients were cared for as genuine accident victims who were later declared "treated and released."

The goal of the drill was to test the city's emergency response system.

Free cancer screenings for low-income women

Fourteen Boston-area health centers, including the MGH health centers and affiliates, will join with Dana-Farber/Partners CancerCare (DF/PCC) to offer free breast and cervical cancer screenings to uninsured and underinsured women. The program will be called the Breast and Cervical Screening Collaborative.

MGH•Charlestown HealthCare Center, MGH•Chelsea HealthCare Center, MGH•Revere HealthCare Center, Boston Evening Medical Center-MGH, MGH•Everett Family Care and the North End Community Health Center will continue and now expand their participation in the program, which is being funded by the Breast and Cervical Cancer Initiative (BCCI) grant, a joint federal and state program. The grant will reimburse uninsured and underinsured women over the age of 40 for mammograms, pap smears and physical exams aimed at detecting cancer in its earliest and most treatable stages. The grant also provides diagnostic services to any woman with an abnormal screening result, supports the development of educational materials and enables outreach workers to publicize the screening services.

In addition to on-site mammography at the main MGH campus and MGH•Revere Health Center, DF/PCC has agreed to underwrite a portion of the operating cost of two vans that provide mammography services. DF/PCC also has agreed to subsidize the cost of a centralized administrative office for the program to be located at the MGH Community Health Associates. For more information about the BCCI grant, call (781) 485-6215. ●

Images opens its doors

In conjunction with the dedication of the MGH Gillette Center for Women's Cancers, the doors opened June 8 at Images, the new location of the MGH Hair and Skin Care Center. The full-service salon caters to the special needs of people affected by cancer, before and after treatment.

Images offers products and services such as hairpieces, scarves, hats, lymphedema sleeves, breast prostheses, as well as educational materials, make-up consultation and skin care products made especially for oncology patients.

Hair-styling services also are available for MGH employees and other patients. For more information or to make an appointment, call 6-3211.

Above, Kathleen Gill, Images manager

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MGH HOTLINE

WHAT'S HAPPENING

Blood needed

Because of mechanical problems, the MGH Bloodmobile has had to cancel its daily blood drives for the past two weeks and is not expected to resume operation until next week. To avoid a blood supply shortage, the MGH Blood Donor Center is requesting that employees give blood immediately.

The MGH has had to turn to the American Red Cross and other blood collection agencies to keep the hospital's blood supply at a safe level.

Employees may make appointments to donate blood by calling the Blood Donor Center at 6-8171, Monday to Thursday, 8:30 am to 6:30 pm, and Friday, 8:30 am to 4:30 pm.

Bike for mentoring

Join other MGHers as they bike, roll or stroll along the Charles River in the Ride for Mentoring, June 28, starting between 9 and 11 am, at Artesani Park in Allston. The MGH/Timilty Partnership, which coordinates mentoring programs between MGH employees and students at the James P. Timilty Middle School in Roxbury, is organizing a team to participate in the ride benefiting the Boston One to One/Mass Mentoring Partnership. Registration tables will be available June 17, 18 and 24, 9 am to noon in the main lobby of CNY Building 149, and June 25 in the Central Lobby on the main campus. For information, call the MGH/Timilty Partnership at 4-3210.

Parenting seminars

The MGH Children's Center and the Partners Employee Assistance Program (EAP) are co-sponsoring two seminars for employees who are parents of young children. The presentations, "Limit-setting and Preschoolers: A Challenge for All" June 18 and "Ages and Stages: Watching Your Child Grow" June 25, both will take place noon to 1 pm, in the Lawrence E. Martin Conference Center, CNY Building 149. For information, call the EAP at 6-6976.

Physiologic investigation

The Mallinckrodt General Clinical Research Center and the Clinical Research Program are co-sponsoring "Introduction to Physiologic Investigation," a course presented in nine lectures throughout July. The classes will meet Tuesdays and Thursdays, 5 to 6 pm, in the Bigelow Amphitheater, White 4. To register, visit the website *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Corporate Challenge

All walkers and runners are invited to join the MGH Running Team for Chase Bank's Corporate Challenge, a 3.5-mile race through downtown Boston July 30, beginning at 7 pm. Registration forms may be picked up at and returned to information desks located in the MGH Main Lobby, CNY Building 149 and at the MGH•Charlestown HealthCare Center. Deadline is June 19. For information, contact Kate Ulbricht at 723-3212 or at *ulbricht.kate@mgh.harvard.edu.*

Genetics of Human Brain Cancer

The Giovanni Armenise – Harvard Foundation will sponsor "Genetics of Human Brain Cancer," a symposium offering a new molecular perspective on the origin, progression and novel treatment of highly lethal tumors. The symposium will feature several distinguished speakers, including Xandra Breakefield, PhD, of the MGH Molecular Genetics Unit; Charles Stiles, PhD, of the Dana-Farber Cancer Institute; and Frank McKeon, PhD, of Harvard Medical School. The symposium takes place June 24, 1:15 to 5:45 pm, in the Carl W. Walter Amphitheater, Tosteson Medical Education Center, 260 Longwood Ave. A reception will follow the program. For reservations, call Cheryl King at 535-6500.

A time to celebrate and remember

Arnold and Irene Twist joined their daughter, Susan Twist, *right,* a peripheral stem cell transplant recipient, at the MGH Bone Marrow Transplant (BMT) Program's second annual reunion for patients, families and friends last week.

The gathering, sponsored by the Friends of the MGH Cancer Center, gave attendees the opportunity to celebrate the courageous accomplishments of patients and to remember those whose lives will never be forgotten. To honor all patients, nurses from the BMT Unit read the names of all the survivors and non-survivors who have received bone marrow or peripheral stem cell transplants at the MGH since the inception of the BMT Program five years ago.

MASSACHUSETTS GENERAL HOSPITAL

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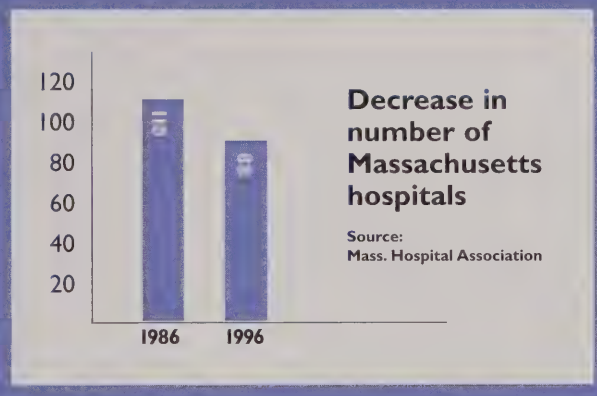
PARTNERS™
progress
June 1998

Over the past month, Partners President and CEO Samuel O. Thier, MD, has met with staff and employees at town hall meetings around the network. These meetings were designed to update employees about how our network is doing, as well as to allow employees to ask questions about the system.

As important, the forums have given Dr. Thier and other senior leaders the opportunity to thank staff and employees for the significant role they play every day in Partners' success. This report re-caps the information presented at the town hall forums, as well as some of the questions employees around the system have asked. The town hall meetings and this report are part of an ongoing effort to keep you better informed about Partners strategic goals and progress.

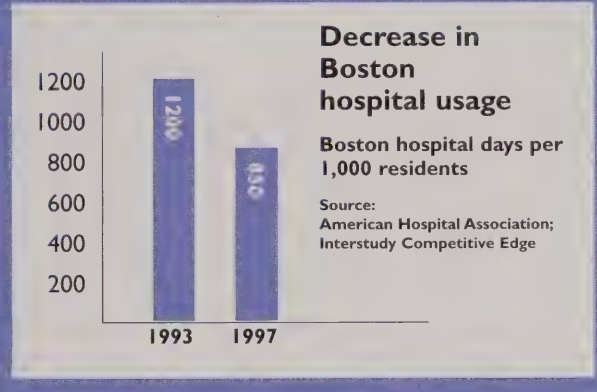
The external health care environment

- 20 percent of all Massachusetts hospitals have closed since 1986.
- 7,000 hospital beds, or 28 percent of the Massachusetts total, have closed since 1986.
- Boston hospital use is down 30 percent since 1993.
- Massachusetts hospital costs are 20 percent higher than the national average. The gap is even bigger for academic medical centers.
- Massachusetts hospital operating margins are half the national average.
- Cost pressures from managed care and government funding cutbacks are mounting. The proportion of revenue hospitals receive from managed care payors has tripled, while managed care reimbursements are expected to shrink even further, declining nearly 15 percent by the year 2001.



Decrease in number of Massachusetts hospitals

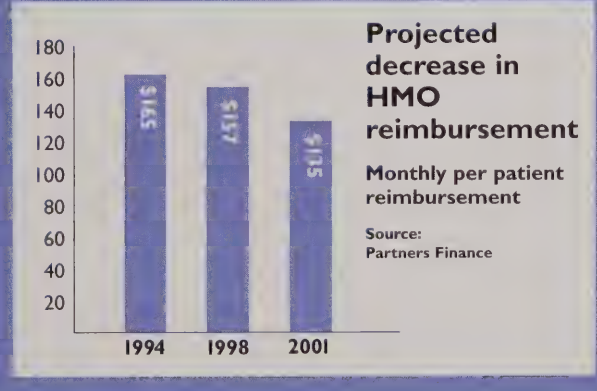
Source:
Mass. Hospital Association



Decrease in Boston hospital usage

Boston hospital days per 1,000 residents

Source:
American Hospital Association;
Interstudy Competitive Edge



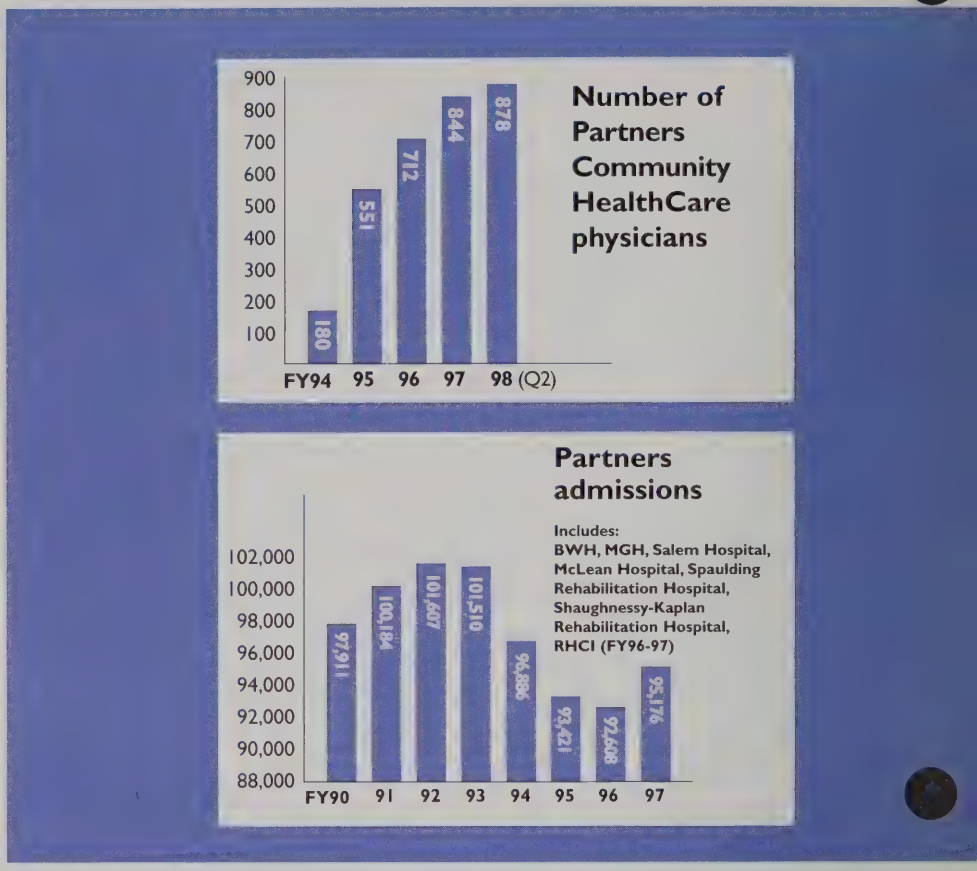
Projected decrease in HMO reimbursement

Monthly per patient reimbursement

Source:
Partners Finance

Progress in network development

- Partners has made significant progress toward our strategic goal of developing an integrated health care delivery system by partnering with a small number of excellent community hospitals and developing a network of primary care physicians throughout Eastern Massachusetts.
- In April, Newton-Wellesley and Faulkner hospitals took significant steps toward joining the Partners network, signing agreements that will guide final discussions between our organizations.
- The Partners Community HealthCare (PCHI) network now numbers 870 physicians, putting it on schedule in meeting the goal of 1,000 member physicians by the year 2000. Analysis clearly shows a strong positive link between PCHI and high patient care activity levels at Partners hospitals.



Patient care volumes increase

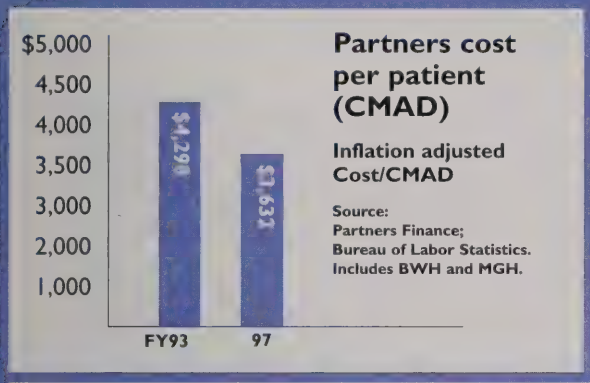
- Unlike many area hospitals, Partners admissions increased significantly last year, following several years of declining volumes.
- Admissions increased 3 percent at our acute hospitals last year, while Partners outpatient visits grew 6 percent and health center visits grew 9 percent.
- Halfway through this fiscal year, Partners admissions overall are 1.9 percent ahead of last year.
- Partners' share of the Eastern Massachusetts health care market is 17 percent.

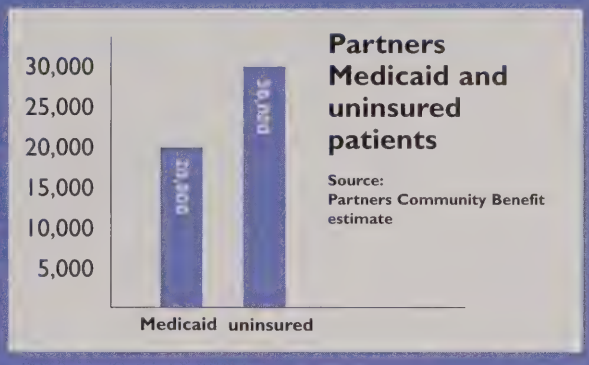
Costs reduced

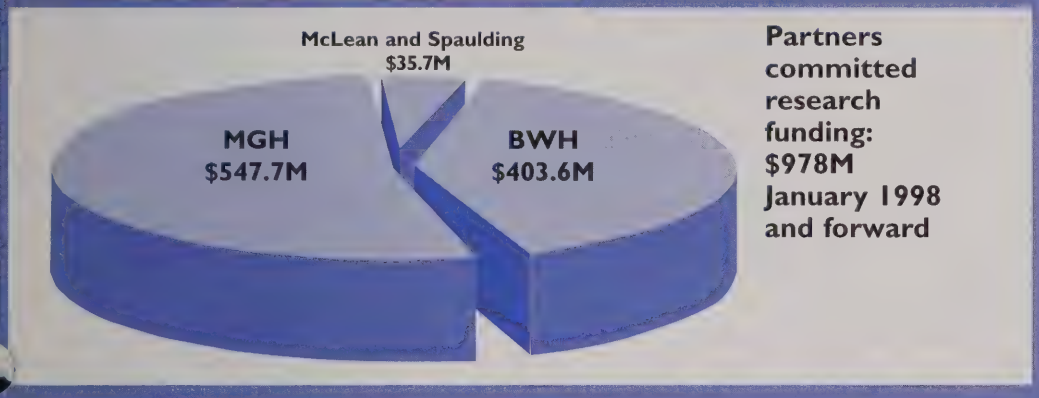
- Adjusted for inflation, our cost per case mix adjusted discharge (CMAD) has decreased 15 percent since Partners was formed.
- Halfway through this fiscal year, our cost reduction totals $195 million since Partners was formed.
- Revenue from strong volumes and a strong investment performance, in tandem with cost reduction initiatives, allows Partners to continue to make strategic investments in our core mission.

Patient care excellence

- MGH and BWH are the only two hospitals in New England (and the only two in one city) to be ranked on the *U.S. News & World Report* top 10 honor roll.
- McLean Hospital, Spaulding Rehabilitation Hospital and our joint venture partner, Dana-Farber Cancer Institute, also ranked high in the specialties in the *U.S. News* survey. Also, 14 Partners services are ranked among the 10 best in the country.
- There are 359 doctors from throughout the Partners network included in the current edition of "The Best Doctors in America."







Teaching and research flourish

- Partners research activity grew to a record $392 million last calendar year. Since 1990, our research activity has grown more than 9 percent a year. We have close to $1 billion in committed funding over the next several years.
- BWH and MGH continue to be the top two recipients nationally among independent hospitals of National Institutes of Health (NIH) funding. McLean is the top recipient among private psychiatric hospitals.
- Partners hospitals teach nearly 1,800 students each year in 34 residency and 140 fellowship programs. The 10 residency and nine fellowship programs that have been integrated across the Partners network are attracting even better candidates than they did separately.

Commitment to communities continues

- One in 10 Partners patients, or 50,000 a year, are uninsured or on Medicaid.
- MGH and BWH are among the top four providers of uncompensated care statewide.
- Partners invests $100 million each year in community benefit programs.
- Among the results of this commitment to quality care for all are: a 65 percent drop in repeat teen pregnancy at BWH's Brookside Young Families Clinic; 800 children enrolled in health insurance by MGH; and a 90 percent drop in lead poisoning among Lynn children thanks to an NSMC effort.

Questions from around the network

Following is a sampling of questions and answers from town hall meetings around the network.

Q: Why do we need to cut costs when Partners ran a surplus last year?
A $90 million surplus on an over $2 billion enterprise is actually a very thin cushion, especially when about half of that was due to a healthy stock market. Our cost reduction efforts have been one key to our success, and operating margins have allowed us to make key strategic investments in our network. Cost reduction is going to be a fact of life for everyone in health care for some time to come as managed care and government funding pressures increase. Efficient institutions will do the best in that environment.

Q: There is disagreement that capitation is here to stay. What do you think?
Partners made a strategic decision to take on capitated contracts while reimbursements were still relatively high. While the market is moving more slowly toward capitation than many had anticipated, it's clear that it's still the direction the insurance companies are headed. That's not likely to change until we have a national health policy.

Q: How far along are we in developing the network we envisioned?
The PCHI network is on schedule in meeting its goal of 1000 physicians. We have a solid partner to the north in The North Shore Medical Center, which would be complemented by Newton-Wellesley to the west and by Faulkner becoming members. We're currently evaluating our options to the south now that talks with South Shore Hospital have been suspended. So, we are doing well in terms of building out the network we envisioned. We still have a lot of work to do, however, to make sure we are operating as efficiently as possible and as the integrated delivery system that is our goal.

Q: How would you evaluate the success of the Dana-Farber/Partners CancerCare initiative so far?
Outpatient activity is phenomenal, as is participation in clinical trials. We need to now focus more on inpatient activity and on making sure the benefits of the joint venture are felt throughout Partners.

Q: Are we going to become Partners employees? Will our benefits ever be uniform?
Partners is a very diverse network. Our hospitals have their own independent histories and work environments and draw from different labor markets. While our benefits may become more similar over time, they're not likely to ever be identical. Nor is it likely that all our employees will become Partners employees.

June 19, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Nursing mothers who smoke may cause harm to infants

Infants of mothers who smoke may receive greater exposure to the products of tobacco smoke through breast milk than through environmental exposure, according to a study led by researchers at the MGH and BWH. The report in the June issue of the *American Journal of Public Health* shows that urine levels of cotinine, a substance produced by the breakdown of nicotine in the body, were 10 times higher in breast-fed children of smoking mothers than in bottle-fed children of smoking mothers.

Maria A. Mascola, MD, MPH, director of Perinatal Epidemiology in the MGH Vincent Obstetrics and Gynecology Service, was first author of the study. She says, "While we don't know for sure whether the compounds present in breast milk are related to any of the harmful health effects — from reduced lung function to greater incidence of asthma and other illnesses — seen in some children of smoking women, the results stress how important it is to help mothers refrain from smoking both during pregnancy and while they are nursing."

The investigation was part of the Maternal/Infant Lung Study, a long-term project conducted by the Channing Laboratory at BWH in collaboration with the East Boston Neighborhood Health Center. The researchers note that, while the presence of cotinine in infants' urine strongly suggests the transmission of other tobacco products from mother to infant, it is still not known which compounds are responsible for health problems and whether they are transmitted in breast milk. Further research is required to answer those questions.

'A true MGHer through and through'

Anyone who has passed through the first floor lobby in the WACC on a Thursday morning most likely has seen Kathleen Robbins sitting behind the information desk, smiling and helping patients, visitors and others find their destinations. At the MGH Volunteer Recognition Day last week, Robbins was honored for her long commitment to the MGH — one that has lasted more than 70 years.

Robbins, who now is 97, began working in Radiology in 1926. There she served as an executive secretary for three chiefs, George Holmes, MD, Aubrey Hampton, MD, and Laurence Robbins, MD, whom she married in 1978. After her retirement in 1971, she soon returned to the MGH as a volunteer.

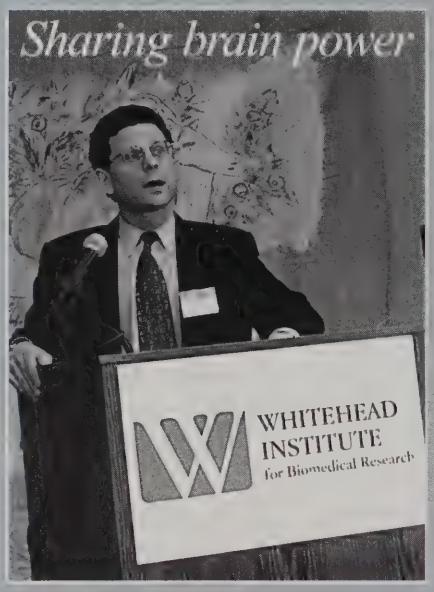
"I am so proud and happy to be a member of the volunteer team as well as an MGH employee alumni," she says.

Patricia Rowell, director of the Volunteer Department says: "Mrs. Robbins is a true MGHer through and through. With her extraordinary patience, good sense of humor and ability to sympathize with others and their stresses, she continues to make a real contribution to the hospital."

Over the years, Robbins has watched the MGH change and grow. "I have seen the MGH go from a small hospital where everyone knew one another by name to a huge institution," she says. Despite its

(Continued on Page 2)

Sharing brain power



Bob Boorstin, *left,* senior adviser to US Treasury Secretary Robert Rubin and former speechwriter for President Clinton, recently kicked off the press seminar "Brain & Psyche: the Neurobiology of the Self," sponsored by the MGH, McLean Hospital and the Whitehead Institute for Biomedical Research. Relaying his experience in coping with manic depression, Boorstin was one of many guests to address the medical and science reporters, who gathered from throughout the country for the three-day event.

Among the topics discussed were the latest developments in brain imaging, gene therapy, Alzheimer's disease, schizophrenia, movement disorders, psychopharmacology and stroke recovery.

Representing a cross-section of the medical and scientific fields, speakers came from the sponsoring institutions, as well as from BWH, MIT, Emory University and the National Institute of Mental Health.

Among the more than 20 presentations, three were highlighted for presenting new information to the attending reporters. Rees Cosgrove, MD, MGH Neurosurgery, presented long-term results of pallidotomy, a procedure that can dramatically reduce the symptoms of Parkinson's disease; Seth Finkelstein, MD, director of the CNS Growth Factor Research Laboratory at MGH, described animal studies using growth factors to improve recovery from stroke; and Deborah Yurgelun-Todd, PhD, director of Neuropsychology at McLean, unveiled research using functional MRI to demonstrate the difference in processing emotion between the adult and adolescent brain.

The seminar was attended by representatives of such media outlets as the BBC, ABC News, NBC News, *Newsday, Boston Globe, Boston Herald,* Reuters and WCVB-TV. ●

You're invited

Tuesday, June 30

James J. Mongan, MD, president of the MGH, will host two events for employees, staff and volunteers in appreciation of their hard work and dedication.

For day shift MGHers, a complimentary picnic-style lunch will be served 11 am to 2 pm on the Bulfinch Lawn.

For evening and night employees, refreshments will be served in the Central Lobby from 10 pm to midnight.

McLean plan unveiled

A proposal to develop a portion of the McLean Hospital campus was made public recently at a Belmont town meeting. The plan includes a 600-unit senior housing complex that will enable McLean to broaden its clinical, education and research programs in aging and dementia. Approximately 300,000 square feet of biomedical research and development office space is also proposed.

In addition, development plans include 100 units of cluster housing designed to maximize open space and allow for the permanent preservation of nearly 60 percent of the McLean campus as open land, including 20 acres for a town cemetery. The plan also accounts for a McLean institutional core of approximately 50 acres.

"The unveiling of this plan represents a major step forward for McLean," said Bruce Cohen, MD, PhD, McLean president and psychiatrist in chief. "As individuals deeply committed to McLean and its future, we have and will continue to work hard to maintain the historical integrity of the campus and to ensure that McLean survives and prospers in the next millennium." ●

— A true MGHer

(Continued from Page 1)

growth, she adds, the hospital still feels like a second family to her.

She has fond memories, many that recall a different place in a different time — such as when the banks of the Charles River ran along the Phillips House or when the Walcott Building was once a residence for nurses.

Robbins, who graduated from Boston University with a degree in secretarial science, has enjoyed helping record MGH's past. While she worked in Radiology, she contributed several articles to a book on the department's history.

Fellow MGH volunteer Heather Cole says, "You don't get any better than Mrs. Robbins; she sets the standard. She is absolutely inspiring, and anyone you ask will say the same thing." ●

Values of the MGH vision: The Expertise in Clinical Practice Award

It was standing room only in the O'Keeffe Auditorium June 16 as four MGHers received the Expertise in Clinical Practice Award. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, presented the awards to May Cadigan, RN; Patricia English, RRT; Valerie Fullum, LICSW; and Sarah Rozehnal Ward, MS, CCC/SLP.

"The purpose of this award is to recognize direct care providers whose practice exemplifies the expert application of the values in our vision," said Erickson. "That vision incorporates practice that is caring, innovative, guided by knowledge, built on a spirit of inquiry and based on a foundation of leadership and entrepreneurial teamwork."

Below are excerpts from each honoree's introduction:

• Patricia English is a recognized expert in managing respiratory illnesses in patients. She has conveyed her knowledge to colleagues and the medical community through publications, presentations and consulting projects. As a respiratory therapist, she has been a leader in the development of patient-focused clinical pathways, and in the development of the extracorporeal membrane oxygenation, a life-sustaining intervention for critically ill newborns.

• During her 18 years as a social worker at the MGH, Valerie Fullum has worked in various clinical specialties before arriving at her current position in the Adult Outpatient Internal Medicine Unit. Specializing in substance abuse counseling, she often trains inpatient and outpatient social services staff in dealing with these issues. She also shares her expertise as a consultant and trainer with the MGH•Chelsea HealthCare Center and Boston University's Alcohol and Drug Institute for Policy, Training and Research.

• After graduating from the MGH Institute of Health Professions in 1995, Sarah Ward joined the MGH Speech and Language Pathology Department. Her primary clinical focus is in the area of language and cognitive disorders of patients with traumatic head injuries. Ward also is a consultant for the Center for Neurological Recovery in Newton, a private outpatient center for the assessment and treatment of adults with brain injuries.

• May Cadigan, a registered nurse in the Coronary Care Unit, has been at the MGH for 19 years. Among her many accomplishments, she spearheaded an educational initiative that incorporated computer programs and videotapes to meet the staff's educational needs. Along with having extensive knowledge of cardiac arrhythmias and hemodynamic monitoring, she also was the primary investigator in a research project that studied the beneficial effects of music on cardiac patients.

For more information about the Expertise in Clinical Practice Award, call Marianne Ditomassi, RN, director of the Center for Clinical and Professional Development at 6-3111. ●

From left, Erickson, Fullum, Ward, Macaluso, Cadigan and English.

Award named for star nurse

Intuitive, knowledgeable, caring and dedicated are words used to describe Stephanie Macaluso, RN, *above right,* the first recipient of the Expertise in Clinical Practice Award in 1996. At this year's award ceremony June 16, it was announced that the award will now be named for Macaluso, a clinical nurse specialist on Ellison 19.

"Stephanie embodies the qualities and characteristics of an expert practitioner," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "She is known for her strong knowledge base, her intuitive skills and her teaching expertise. Her peers rely on her, and physicians respond to her immediately because of her solid, proven track record of good judgment. She epitomizes the essence of our shared belief of what the nursing profession truly is about."

The Stephanie M. Macaluso Expertise in Clinical Practice Award will be presented to up to four MGH Patient Care Services staff members and health professionals two times a year.

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MGH HOTLINE

WHAT'S HAPPENING

WACC Lobby eatery open

The Department of Dietetics has opened a new food service in the WACC Lobby. The eatery operates Monday through Friday, 7:30 am to 3:30 pm, and features continental breakfast and light lunch items as well ice cream, yogurt, coffee and tea.

MGH•Revere health fair

"Healthy Lifestyles" health fair will take place at the MGH•Revere HealthCare Center June 27, 10 am to 2 pm, Revere Beach, 300 Ocean Ave. Highlights of the fair include screenings, exercise, nutrition and healthy skin information. The event also will feature raffles, booths, games, refreshments, live entertainment and a one-mile Family Fun Walk at 11 am with registration beginning at 10:30 am. For information, call 485-6000.

NIH budget preparation

The Clinical Research Program (CRP) will host "NIH Budget Preparation," a seminar for clinical research coordinators June 25, noon to 1 pm, in the Wellman Conference Room. Marcia Smith, MGH Research and Technology Affairs, will describe the different types of NIH grants and contracts and provide an overview of the budget preparation process for government grants. For more information, call the CRP at 6-3587.

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds June 26, noon to 1 pm, in the Walcott Conference Rooms. The title for this month's discussion is "Between Parent and Child: Negotiating Cancer Therapy in Young Adults." Lunch will be served starting at 11:45 am. To register, call the MGH Thoracic Oncology Center at 4-6862.

Nursing research awards

Grant submissions for the Yvonne L. Munn Nursing Research Program's annual awards are due Aug. 1. Two awards totaling $2,500 will be given to MGH nursing staff whose studies contribute to the art and science of nursing. For more information, call Glenys Hamilton, RN, at 4-0340.

Computer training summer schedule

Partners Information Systems will offer computer workshops focusing on standard Partners software applications throughout the summer at Charles River Plaza, 185 Cambridge St. Schedules and registration forms are available at Partners Human Resources offices on White 14, at Blossom Court and CNY 149, seventh floor, or by calling Amy Skewis at (800) 315-0895. The schedule is also available on the web at *phs_web1\ishome*.

Lecture on developments in HIV treatments

The MGH will join other community health organizations, including the AIDS Action Committee, in presenting a discussion entitled "Life Beyond Protease Inhibitors: New Developments in HIV Treatment," June 22, 6:30 to 9 pm, at the John Hancock Conference Center, room 201, 40 Trinity Place, Boston. The program features presentations by AIDS experts, including MGH's Bruce Walker, MD, director of the Partners AIDS Research Center. All are welcome and admission is free. For information, call David Tubbs at 4-5626.

Summer outings for families of physicians

Spouses and children of MGH residents, fellows and international physicians are invited to join daytime social outings Wednesdays, from July 8 to Aug. 19, at various locations, including private homes, nearby lakes and beaches. For more information, call Dorothea Rodkey at 484-6310.

Wedding bells rang on Ellison 14 earlier this June for MGH patient Steven Miner, who exchanged nuptial vows with his bride, Lynn Heath-Miner. Rev. Anna Ruth Higbee-Barzola of the MGH Chaplaincy conducted the ceremony while staff joined the newlyweds in celebrating their marriage. From left, MGH staff Eileen Joyce, MSW; Eileen Tobin, RN; Evelyn Anderson, PSA; Linda Heald, the maid of honor; Heather Anderson, RN; Lynn Heath-Miner; Michelle Thibault, RN; Brian MacDonnell, RN; and Steven Miner.

Summer wedding bells

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

June 26, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A tribute to Operations support staff

The rainy weather did not dampen the spirits of MGH Operations support staff (OSS) members last week as they celebrated — and stayed dry — beneath the tents on the Bulfinch lawn. At a special luncheon June 17, the MGH recognized its more than 2,000 employees who comprise the OSS. Its members work in a variety of areas throughout the hospital, including Anesthesia, the Ambassadorial Program, Biomedical Engineering, Buildings and Grounds, Bulfinch Medical Photography, Central Sterile Reprocessing, Dietetics, Environmental Services, the MGH General Store and Flower Shop, Health Information Management, Interpreter Services, Materials Management, Parking and Commuter Services, Police and Security, the Safety Office, the Treadwell Library and the Volunteer Department, among others.

Standing from left, Ronzie Butler of Bulfinch Temps and Materials Management employees Carlos Hernandez and Wilby Brown. Seated are Materials Management employees Keith Briggs and Rodney Simmons of CNY, William Somers of the MGH and Brian Hall of CNY; and Samuel Roberts of the Volunteer Department.

Reconstructing Shriners

Since 1992, colossal cranes, towering scaffolding and busy construction crews have slowly been transforming the Shriners Burns Hospital from an outdated building to a new state-of-the-art health care facility.

Draped in white tarp to keep construction debris contained, the building is due to be completed in May 1999. The new structure will include a modern biomedical research center, refurbished patient rooms and a renovated auditorium that will seat 220 people. "With the amount of time and materials invested in this construction, we are very eager to open the doors to the new building," said Ronald Tompkins, MD, ScD, chief of staff at Shriners and chief of the MGH Burn and Trauma Services.

According to Tompkins, the new construction has been winning

(Continued on Page 2)

— Reconstructing Shriners

(Continued from Page 1)

architectural awards for its unique planning and design. To avoid disrupting patient care, the construction was planned in two stages. The fifth through ninth floors first were built independent of the rest of the building. Once the top floors were completed, the original building was torn down underneath, and construction started on the first four floors. Tompkins says that during this extraordinary method of construction, the building appeared to be balanced on stilts.

The Shriners Burns Hospital is a 30-bed hospital providing comprehensive acute care and reconstructive and rehabilitative care to children who have been burned. The physicians and surgeons at Shriners are also on staff at the MGH. It is one of 22 Shriners Hospitals throughout North America. The hospitals are fully supported by philanthropic efforts, with no federal, state or third party funds accepted. This allows Shriners to provide high quality medical care at no charge to its patients and their families.

The hospital recently was accredited with commendation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), which is the highest ranking that JCAHO awards to a health care facility. This is the second consecutive time that Shriners has earned this distinction. "We are very proud of this acknowledgement by JCAHO," says Tompkins. "As a small hospital, we sometimes have to be more creative to meet the same standards that large hospitals such as the MGH do. Our staff works very hard, and it shows." ●

You're invited

Tuesday, June 30

James J. Mongan, MD, president of the MGH, will host two events for employees, staff and volunteers in appreciation of their hard work and dedication.

For day shift MGHers, a complimentary picnic-style lunch will be served 11 am to 2 pm on the Bulfinch Lawn.

For evening and night employees, refreshments will be served in the Central Lobby from 10 pm to midnight.

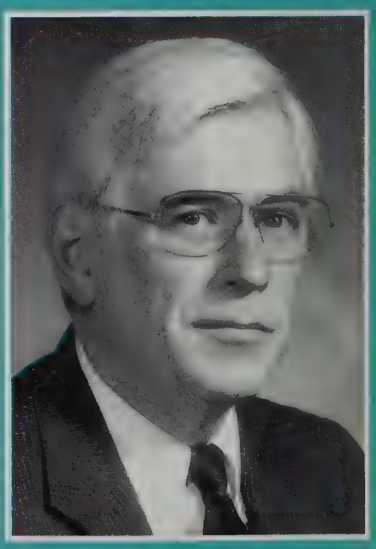
Celebrating a distinguished MGH career: Mortimer Buckley, MD

After 40 years of service at the MGH, Mortimer Buckley, MD, *right*, is retiring as chief of the Cardiac Surgery Division. A formal dinner celebration was held in his honor June 25 by friends and colleagues.

"Under Dr. Buckley's leadership, cardiac surgery has flourished at the MGH," says W. Gerald Austen, MD, president of the MGPO. "It has been wonderful to watch the program grow into one of the most highly regarded in the country. He justly deserves his reputation as a great clinical surgeon and an excellent leader."

A pioneer in cardiac surgery procedures and practices, Buckley completed his surgical training at the MGH from 1958 to 1966 before joining Austen in the Cardiac Surgical Unit. He was appointed chief of the unit in 1970. During his 29-year tenure, he also served as professor of Surgery at Harvard Medical School and established one of the premier clinical and training programs for cardiac surgery in the country.

His clinical expertise is best exemplified in his joint development with Austen of the intra-aortic balloon pump, which has had widespread impact on the safe conduct of cardiac surgery throughout the world. Buckley also facilitated the correction of cardiovascular defects by being among the first to apply profound hypothermia during surgery, a procedure now widely accepted and performed.



Clinical narrative sheds light on patient's story

At the Experts in Clinical Practice Awards ceremony last week, May Cadigan, RN, of the MGH Coronary Care Unit (CCU) and one of the award winners, shared with the audience a clinical narrative she had written about a patient's hospital stay that deeply affected her. Below is an edited version of her narrative:

As nurses, we are sometimes afforded the opportunity to be involved in events that leave lasting impressions on our lives. Last July, I was part of a story that had a tremendous impact on my life and the lives of others that I work with. I was assisting a colleague, Mary Appleyard, who was caring for a critically ill young woman. It is with Mary's support that I tell you the story of Michelle.

Michelle was a 22-year-old woman admitted to the CCU last July from New York with a diagnosis of cardiogenic shock. Michelle had a history of thalassemia major, a genetic blood disorder, the treatment of which includes chronic blood transfusions. As a result, Michelle had experienced a bout of congestive heart failure in the past, and her heart was beginning to fail once again.

When Michelle arrived at the MGH, she was in profound cardiogenic shock. An echocardiogram revealed an ejection fraction of 16 percent, which means that her heart was barely pumping. Michelle's other problems included her thalassemia, hepatitis C and liver and kidney failure.

Initially, attempts were made to stabilize Michelle with medications. On her second day, there was a brief period when Michelle looked like she might be getting better. This turned out not to be the case.

Michelle began to rapidly deteriorate. She was taken to the cardiac catheterization lab where an intra-aortic balloon pump was inserted to assist her rapidly failing heart. Unfortunately, this also resulted in no improvement.

During this time, Michelle was surrounded by the love and incredible strength of her family. I will always remember the dignity and fortitude demonstrated by Michelle's parents, her brother and her cousin with whom she lived.

Michelle's friends began to arrive and dozens of pictures began to appear on the walls. Pictures that showed a vibrant young

woman who was always smiling and involved — a stark contrast to the young woman lying in the bed.

Michelle's parents were told that her transplant status was unclear given her organ damage. Further mechanical assistance was an option, but it was up to them to decide if we should pursue it. Michelle made the decision not to pursue it, and requested that we remove the balloon and let her die in the sun.

Mary and I didn't hesitate for a second over the idea of taking Michelle outside. Our concern, though, was that Michelle would not live long enough to have the balloon removed and take her outside too. Michelle chose to leave the balloon in and go outside.

After some discussion with Michele's parents, we formed a plan. Michelle's father told her that her family and friends were coming in to pray with her, and then we would take her outside. Michelle looked at her father and said, "and then will you let me die?" He simply said "yes."

Mary and I took Michelle on the elevator with her family, and her friends were to meet us outside. When we arrived on the Bulfinch patio, it was about 1:45 pm, and it was about 80 degrees with barely a cloud in the sky. Needless to say, the patio was crowded, but we saw the perfect spot on the other side and quickly headed for it. Michelle's friends appeared, and they and her family surrounded Michelle and held on to each other. Within minutes, Michelle died with the warmth of the sun on her face.

Mary and I took Michelle back upstairs while her family and friends stayed outside. As Mary and I were packing up all of Michelle's pictures, her friends began to slowly appear. They spoke about Michelle and began to tell us about her through the pictures.

Michelle had recently graduated from college and was a nursery school teacher whom her students adored. She was an avid skier, and her sailing team was ranked tenth in the country. She has achieved all of this despite a chronic illness since birth.

Mary and I have never felt that what we did that day was extraordinary. What is extraordinary about the story is the incredible strength of human spirit that we witnessed that day. The poise and quiet dignity of Michelle's young friends under very difficult and emotional circumstances. The extraordinary strength, selflessness and love demonstrated by Michelle's parents. But most of all, what was truly extraordinary was a young woman named Michelle. May you rest in peace.

A longer version of this narrative will be printed in the July 2nd issue of *Caring Headlines*

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MGH HOTLINE

WHAT'S HAPPENING

New form for antibiotic orders

As part of an Operations Improvement initiative, a new antibiotic order sheet will be available in the orders section of the patient's medical record starting in July. The form is designed to simplify ordering and provide information needed for making the best antibiotic choices. For information, contact Meg Clapp in the Pharmacy at 6-2513 or via e-mail at *clapp.margaret@mgh.harvard.edu.*

Discussion about adolescent depression

The Partners Employee Assistance Program (EAP) will sponsor a work/life seminar titled "Depressed Teens: Suicide, Sex, Drugs and Violence," July 18, noon to 1 pm, in the Wilson Conference Room, Jackson Building, fourth floor. The discussion will be led by Michael Jellinek, MD, chief of Child and Adolescent Psychiatry. For information, call the EAP at 6-6976.

Radiology corridor on White 2 closing for one week

Because of construction in Radiology on White 2, a portion of the corridor leading from Gray 2 to White 2 will be closed June 27 to July 5. During this time, the White elevators will not stop at the second floor. The area is accessible, however, via other routes, including the Blake, Gray and WACC elevators. Detour signs will be posted.

Patients requiring exams in Ultrasound, Pediatric Radiology, Nuclear Medicine and CAT Scan on White 2; Radiology on Ellison 2; and Vascular Radiology and the Neurovascular Lab on Gray 2, should use the Blake elevators. The White corridor is scheduled to re-open July 6.

For more information, call Jim Guiry of Planning and Construction at 4-3580 or Janice Wright of Radiology at 4-0217.

IMA relocation

Internal Medicine Associates (IMA) 4A and 4B temporarily will relocate to Bigelow 11. All phone numbers will remain the same. IMA 5 and 6 will continue to see patients on Bigelow 11. For information, call 4-0646.

Photo contest

The MGH Photography Department encourages all interested MGH and Partners-affiliated employees to submit entries for its amateur photography contest, which will be held in conjunction with its photography fair August 13. Contestants may submit one to two slides or photographs — maximum size, 8 x 10 inches. The top three winners will be announced the day of the fair and will receive prizes, including a 35 mm Cannon point-and-shoot camera for first place.

Entry forms and rules are available in the Photography Department, Bulfinch 045; the Parking Desk in the Main Lobby; the Parking Office in the Fruit Street Garage; the Police and Security Office, Clinics 044; the Police and Security Desks at CNY Building 149; and at all other MGH satellites. The deadline for submissions is July 31. For more information, call Paul Batista or Sam Riley at 6-2237.

MGH•Revere health fair

"Healthy Lifestyles" health fair will take place at the MGH•Revere HealthCare Center June 27, 10 am to 2 pm, Revere Beach, 300 Ocean Ave. Highlights of the fair will include screenings, exercise, nutrition and healthy skin information. The event also will feature raffles, booths, games, refreshments, live entertainment and a one-mile Family Fun Walk at 11 am with registration beginning at 10:30 am. For information, call 485-6000.

IN GENERAL

The U.S. Department of Education's Office of Special Education and Rehabilitative Services has awarded Spaulding Rehabilitation Hospital a five-year, $500,000 grant for its residency training program in the Department of Physical Medicine and Rehabilitation. Beginning July 1, and annually through the year 2002, the department will receive $100,000 to enhance the number, scope and quality of training opportunities for resident physicians.

A champion for diversity

Ernesto Gonzalez, MD, of MGH Dermatology and an associate professor in Dermatology at Harvard Medical School, recently received a Community Leadership Award from Health Care for All — a statewide health care consumer advocacy organization — for his work in mentoring promising minority students and promoting diversity in the medical profession.

Gonzalez gives to the community in many ways, such as mentoring minority students from Boston public schools; volunteering his medical services at Boston's Homeless Respite Barbara A. McInnis House; and serving as a board member of the MGH's HAVEN program (Hospitals Helping Abuse and Violence End Now).

For the past 22 years, Gonzalez has combined his medical expertise in dermatology with his love for teaching and commitment to community. "My life has been filled with a series of lucky accidents," said Gonzalez. "My goal is to remove the luck from the process of entering the medical profession and open the door to opportunity for all."

MASSACHUSETTS GENERAL HOSPITAL

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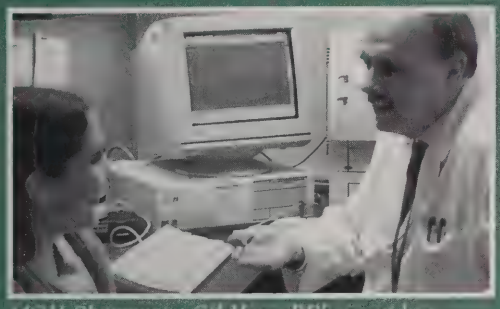
July 3, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Outpatient Pharmacy prescribes convenience

With the recent opening of a full-service pharmacy, on the first floor of the WACC, trips to the local pharmacy now are more convenient for MGHers. Offering personalized pharmaceutical counseling and using state-of-the-art robotic equipment for quicker service, the MGH Outpatient Pharmacy takes the hassle out of getting medications and enhances patient care for the MGH community.



MGH Pharmacist Gil Hoss, RPh, provides medication counseling to Mina Seto.

"Our services are for MGH patients, employees and physicians," says Lisa Franchi, RPh, manager of the MGH Outpatient Pharmacy. "With our systems fully operational now, we can provide a wide range of services to the MGH community."

According to Franchi, discharged patients can benefit from the pharmacy services by getting their prescriptions before they leave the hospital, and once at home, patients can get refills through the pharmacy's mail delivery service.

For employees who have little time on their lunch or coffee break, the convenience of an in-house service can minimize time taken out of their busy schedules.

Franchi notes that the pharmacy also plays an important role in educating all of its clients, both patients and employees. "Many times, patients leave a doctor's office not fully understanding how to take a medication or what kind of impact that

(Continued on Page 2)

Take me out to the ball game

A group of physicians and staff from MGH, BWH and Partners made their childhood dreams come true recently when they played ball in Fenway Park as part of a daylong fundraising effort to benefit Boston's oldest anti-poverty agency, Action for Boston Community Development (ABCD).

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, Dennis Ausiello, MD, chief of the MGH Department of Medicine, and George Thibault, MD, chief medical officer at BWH, led hospital staff members in beating a team from *The Boston Globe* in the first game of the tournament dubbed "Field of Dreams."

Thier said that most of the team members hadn't played ball seriously for years. "As much as we expected to win, this game was also about giving something back to Boston's anti-poverty agency. ABCD has been vital to our efforts to help keep Boston healthy. We were honored to help this organization continue its good work in the community."

MGH members of the team included: John Ausiello of Health Policy Research and Development, Michael Barry, MD, and Chris Coley, MD, of Internal Medicine Associates, Curtis Bryant of Environmental Services, Rebecca Carney of the Department of Medicine, Tom Lynch, MD, of the Hematology/Oncology Unit, Scott Robinson of Patient Transport Services and Chris Sheridan of Police and Security.

The event raised $150,000 for ABCD, which serves more than 100,000 low-income Boston residents each year. Its neighborhood programs help residents with fuel assistance, adult literacy, child care, job training, education and housing programs.

MGH and BWH staff pose in the Fenway dugout before playing the game of their dreams.

A princely visit

The MGH will roll out the red carpet for Prince Andrew, The Duke of York, July 23 during his trip to Boston. Stay tuned to *Hotline* for coverage of his tour of the Ether Dome, the Center for Innovative Minimally Invasive Therapy (CIMIT) and the Telemedicine Center.

The torrential downpour June 30 didn't deter MGHers from enjoying a picnic hosted by James J. Mongan, MD, president of the MGH, *far right*. The Bulfinch tent and plenty of umbrellas kept day-shift employees, staff and volunteers dry while they snacked on sandwiches, fruit, chips and ice cream. Mongan later hosted a reception for evening and night-shift employees as well. The events gave Mongan an opportunity to thank MGHers in person for their dedication and commitment to the hospital.

Dear Dr. Mongan:

Nothing seemed to dampen the spirits of the people [at the lunch] yesterday ... not even the rain! Thank you for making us all feel special and appreciated. I have never worked at a place that tries so hard to show appreciation and thankfulness for what its employees do, and I really couldn't let the day go by without telling you how much I valued the purpose of yesterday's picnic.
Thank you.

Liz Keegan
Learning and Diversity

Nursing assistants enrich patient care

Last week, MGH history once again was made in the Ether Dome. For the first time, the Nursing Department held a formal event to recognize staff whose work assisting nurses contributes to the high quality of patient care throughout the MGH.

Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care and chief nurse, applauded the honorees for their hard work: "The history of the MGH wouldn't be as rich without your help. I join with all the nurses in saying thank you."

Highlighting the event, Beatrice Fleury, a patient care associate on Ellison 7, shared a personal story describing how she cared for, befriended and comforted a 45-year-old woman with metastatic cancer.

"This patient felt a particular bond with Beatrice," said the patient's nurse Maureen Bonano, RN, of Ellison 7. Bonano was grateful for Fleury's assistance in helping to give the patient the best possible experience at the MGH.

Ives Erickson commended Fleury and Bonano for the success of their collaboration in delivering excellent care to their patient. ●

Beatrice Fleury and Maureen Bonano, RN

— *Outpatient Pharmacy prescribes convenience*

(Continued from Page 1)

medication will have on their lives," says Franchi. "Our pharmacists counsel patients in separate rooms, so they feel more comfortable asking questions in privacy rather than in front of others who are waiting to get their prescriptions filled. We strictly adhere to the hospital's confidentiality policy for patients and employees."

Franchi says that the new robotic equipment, which provides quick and efficient service, appeals to physicians who can save a patient time by calling in or faxing a prescription directly to the pharmacy. Additionally, the phone-in refill service is available 24 hours a day. MGH pharmacists also can work with physicians to help manage noncompliant or otherwise challenging patients who may not adhere to their medication schedules and may be readmitted to the hospital.

The pharmacy is open to patients and employees 9 am to 5:30 pm, Monday through Friday, and 9 am to 12:30 pm Saturdays, Sundays and holidays. A drop-off box, located between the pharmacy and the Main Lobby, is available for leaving prescriptions after hours.

In addition to prescription medications, some over-the-counter products are available, including cough and cold preparations, pain medications, antacids and laxatives. The pharmacy accepts most major prescription benefit plans and all major credit cards. For more information about the MGH Outpatient Pharmacy services, call 4-3100. ●

MGH•Chelsea HealthCare Center part of an "All-American City"

For many years, the MGH•Chelsea HealthCare Center has played an integral role in providing high-quality health care and illness prevention education to Chelsea citizens. Now it shares in an honor given to Chelsea — the city was recently named an All-American City for its community problem solving and involvement in local government.

The award, given at a ceremony in Mobile, Ala., is presented to 10 cities annually by the National Civic League, a nonprofit organization that has been giving the award for 49 years. Chelsea was one of 30 finalists selected from 112 applications nationwide.

According to Thomas Sterne, MD, medical director of the MGH•Chelsea HealthCare Center and a member of the delegation sent to Mobile, the center has increased its involvement in the community over the last five years. "Achieving good health for the community is our goal," says Sterne. "But in a broader sense, it is an important part of the health center's mission to collaborate with government and nonprofit agencies as well as local businesses to ensure that Chelsea residents are not only physically healthy but also have their social, economic and safety needs met."

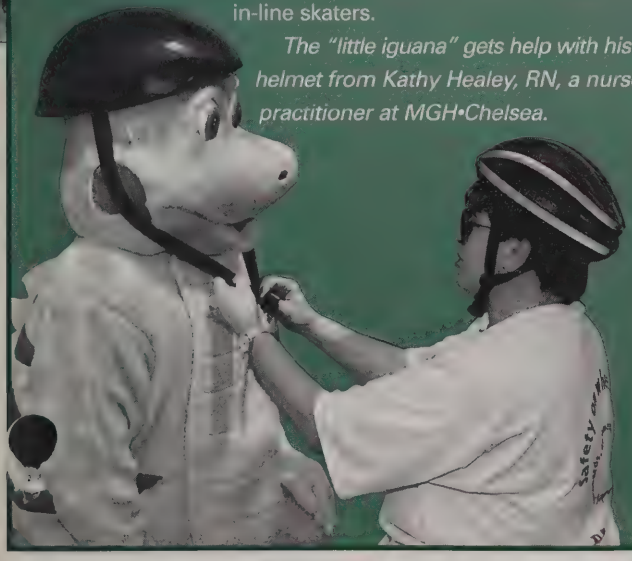
Examples of the health center's collaborations with the community include:

- Mental health professionals from the health center ride with Chelsea police officers to respond to calls involving children who witness acts of violence as part of the PACT (Police Action Counseling Teams) Program.
- The health center partners with the Chelsea School Health Collaborative to send nurses on home visits to help families who may not be able to meet the health and human service needs of students in the school system.
- MGH•Chelsea runs a school-based health center at Chelsea High School, which is staffed by the health center's adolescent medicine experts.

At the three-day convention in Mobile, Sterne joined Chelsea citizens in making presentations to the judges on the city's behalf. "It was great to be a part of the process of winning this award," said Sterne. "I also was impressed by the other cities and the exchange of ideas that took place there. What I learned from that experience is that we should not let this honor die, but we should carry the momentum of this recognition in continuing to improve our city through community support and collaborations." ●

Learning to play safely from MGH•Chelsea

MGH•Chelsea HealthCare Center recently helped Chelsea kids learn to ride and roll safely this summer at its first ever "Safety on Wheels" education event in the health center parking lot. The health center staff gave away more than 150 helmets and helped the kids decorate and register their bicycles. Safety training exercises were also demonstrated for bikers and in-line skaters.



The "little iguana" gets help with his bike helmet from Kathy Healey, RN, a nurse practitioner at MGH•Chelsea.

Healthy fun on Revere Beach

Revere residents stroll along the boardwalk during the MGH•Revere HealthCare Center's annual health fair on Revere Beach June 27. The fair featured health information booths, activities for kids, refreshments, live entertainment and raffles, as well as tours of the health center. MGH•Revere staff conducted skin cancer screenings, blood pressure checks and stress management sessions for participants. And despite the rain, adults and children took a one-mile stroll on the Family Fun Walk.

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MGH HOTLINE

WHAT'S HAPPENING

Correction:

Depression seminar July 8

Last week's issue of *Hotline* printed an incorrect date for the Partners Employee Assistance Program's (EAP) seminar, "Depressed Teens: Suicide, Sex, Drugs and Violence." The presentation will be held July 8, noon to 1 pm, in the Wilson Conference Room, fourth floor, Jackson Building. Michael Jellinek, MD, chief of Child and Adolescent Psychiatry, will lead the discussion. For information, call the EAP at 6-6976.

July AMMP meeting cancelled

The general meeting for the Association of Multicultural Members of Partners (AMMP) July 9 has been cancelled. The next meeting will be held Aug. 13, noon to 1:30 pm, in the Trustees Room, Bulfinch 225. All are invited to attend. For information, call 4-3312.

Physicians preparing for new Provider Order Entry

The Provider Order Entry system (POE) will be implemented in the inpatient units this September, allowing patient care orders to be entered on-line. This will replace the old system of writing orders in the paper record. Physicians who are unfamiliar with Windows 95 and the Partners desktop are encouraged to sign up for basic computer classes before POE training begins in early September. These classes are offered in one session and provide personalized instruction. To schedule a computer class, call Joan McNeil at 732-4764.

Updates and details regarding the POE system will appear in *Hotline* throughout the summer and fall. For questions about the POE system, contact Steve Cummings, manager for MGH Inpatient Clinical Systems, at 6-2765.

New toll-free number for telephone registration

The MGH Outpatient Telephone Registration Service, which allows patients to register and obtain blue cards by phone, now has a new toll-free number — (877) 726-9090 — and 781 area codes have been changed to (617) 726-9090, replacing the previous number, (617) 726-9000.

For medical and billing purposes, departments are reminded to update patient registration information — including changes in address, employer, insurance and primary care physician.

Telephone registration service is available during the following hours: Monday through Friday, 8 am to 8 pm, and Saturday and Sunday, 9 am to 4 pm. For more information, call Vincent Capodilupo at 4-5836.

Free diabetes screening

The Diabetes Prevention Program (DPP) at the MGH will hold a free blood sugar screening for employees and visitors July 8, 7 to 11 am, in the Central Lobby. Those planning to participate should avoid eating or drinking anything but water for 4 to 12 hours before the test. Participants will learn more about the DPP and its six-year study on diabetes prevention. For more information, call 4-3197.

Summer outings for families of house staff

Spouses and children of MGH residents, fellows and international physicians have several opportunities to get to know one another this summer at swimming and social outings. These weekly, daytime gatherings will take place every Wednesday, from July 8 to Aug. 19, at various locations, including private homes, nearby lakes and beaches. For more information, call Dorothea Rodkey at 484-6310.

Palliative Care Role Model program

MGH clinicians are invited to participate in a yearlong program that will enhance their clinical and mentoring skills for end-of-life care. Fifteen positions are available in the Partners Palliative Care Role Model program, which teaches the clinical practice of palliative care as well as how to educate students and fellow clinicians about comprehensive end-of-life care.

Open to physicians, nurses and social workers, this project is sponsored by a grant from the National Cancer Institute. The participants will meet for two hours every other week from September to June and for a one-day educational workshop. A small stipend will be provided.

For more information about the program or to receive an application, call Andy Billings, MD, of the MGH Palliative Care Service, at 4-9197.

IN GENERAL

Sally Millar, RN, MBA, director of MGH Clinical Support Services and the Office of Patient Advocacy, was elected treasurer of the Massachusetts Organization of Nurse Executives (MONE) for a two-year term, which began July 1. MONE represents more than 600 nursing leaders from diverse practices across Massachusetts. The mission of the organization is to provide direction and leadership for the advancement of professional nursing, patient care and excellence in nursing management practice.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

July 10, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A history of care

The 20th anniversary of the MGH Family Care Program

From left, Marcia Kennedy, Gene, Leneth Simpson Hall and Ed with Mary Connolly, RN, and David Todisco, LICSW, of the MGH Family Care Program

ADVANCES

AIDS research progress

Testosterone can benefit men with AIDS wasting syndrome

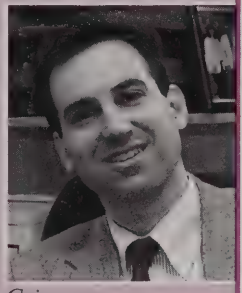
An MGH-based research team has found that testosterone administration significantly increases lean body mass and improves the quality of life in men with AIDS wasting syndrome. The AIDS wasting syndrome is a devastating complication of late-stage HIV infection, characterized by an extreme loss of lean muscle mass, leading to significant fatigue and frailty. The report appears in the July 1 issue of *Annals of Internal Medicine.*

"This is an important new therapy for patients with AIDS wasting that can help build critically needed muscle mass and improve overall well-being in men with AIDS wasting syndrome," says Steven Grinspoon, MD, of the MGH

(Continued on Page 2)

NIH grant to study AIDS wasting syndrome in women

A $1.9 million research grant for senior investigators from the National Institutes of Health (NIH) to study AIDS wasting syndrome in women recently was awarded to Steven Grinspoon, MD, of the MGH Neuroendocrine Unit. Specifically, he will examine the novel effects of testosterone in treating HIV-infected females with extreme weight loss and acquired androgen deficiency.



Grinspoon

Grinspoon says: "I am honored by

(Continued on Page 3)

All her life, Leneth Simpson Hall has been taking care of people. Since she was a little girl growing up in Costa Rica where she volunteered in a nursing home, Simpson Hall has cared for the sick, the poor, the homeless and those who simply needed a friend.

After moving to Boston with her two children in 1963, Simpson Hall's desire to care for people led her to the MGH. A single parent in her 30s, she worked as a unit assistant, helping nurses care for patients. During this time, Simpson Hall befriended a cancer patient named Kay who was homeless and didn't have a place to go after her treatments. Simpson Hall didn't hesitate to take her into her home.

"I'll never forget that look on her face when I invited her to come home with me," says Simpson Hall. "She needed a family, and I like to take care of people. We were a perfect match."

After taking care of Kay for several years, Simpson Hall learned from a co-worker about a new hospital initiative called the Family Care Program, which

(Continued on Page 2)

— The 20th anniversary of the MGH Family Care Program

(Continued from Page 1)

compensates individuals for taking care of adult patients once they have been discharged — similar to a foster program for children. To Simpson Hall, this program was a "godsend" to help her support Kay, whose illness was increasingly taxing, both financially and emotionally. Kay eventually succumbed to the cancer and died in Simpson Hall's home — comforted by her "adopted" family.

Since her experience with Kay, Simpson Hall has taken seven patients into her home through the Family Care Program, continuing her legacy of taking care of others. "Leneth is a natural for this program," says Catherine Sampson, ACSW, LICSW, coordinator for the program, which is facilitated through the MGH Social Service Department.

After 25 years of service at the MGH, Simpson Hall now is a full-time "foster mother" at her home in Dorchester, where she currently cares for Ed, an elderly man who suffered a heart attack and lives too far away from his family to receive their care, and Gene, a middle-aged man with schizophrenia.

Simpson Hall is one of 35 participants in the Family Care Program. Used as an alternative to costly institutional living, the program is designed to help elders and disabled adults maintain a comfortable degree of personal independence without compromising their health or safety.

Developed in 1978, the program was modeled after a Veterans Administration initiative that provided home care for disabled veterans of World War II at a time when assisted living facilities didn't exist.

"THE COMPREHENSIVE HEALTH CARE THAT IS OFFERED THROUGH THE PROGRAM REDUCES THE CHANCES OF THE PARTICIPANTS BEING HOSPITALIZED AGAIN."

— CATHERINE SAMPSON, ACSW, LICSW

According to Sampson, Medicaid pays for the personal care provided by the family, while the patients pay a monthly room and board fee that covers their living expenses.

Each placement is carefully coordinated by the program's staff, consisting of three social workers and two nurses. A staff nurse and social worker assist in caring for the participants' medical and emotional needs by making frequent home visits. "The comprehensive health care that is offered through the program reduces the chances of the participants being hospitalized again," says Sampson. "The foster families are completely supported by our staff, so they never feel that they are left alone and overwhelmed by a patient's medical care."

Patients are encouraged to get involved in home activities whenever possible to create a sense of family for everyone. Ed and Gene have responsibilities that make them a true part of the Simpson Hall household. In return, they receive tender loving care from the woman they refer to as "Ma."

"It makes me feel so happy to take care of others and see their happiness in return," says Simpson Hall. "Everyone who has come into this house has been a part of my family. I just wish I could take in everyone."

Simpson Hall's daughter, Marcia Ken[illegible], who helps take care of Ed and Gene, confirms her mother's dedication to others. "As long as I can remember, my mother has taken people into our home. She is the kind of lady who is meant to take care of people."

For more information about the Family Care Program or to become a foster family, call 6-2653. ●

MGH adult education students honored

The MGH Workplace Education Program hosted its third annual celebration to honor students who have completed courses in the program. More than 50 MGHers were presented with certificates of completion for English as a Second Language, Advanced English and other adult education classes.

The program aims to teach basic English language skills in writing and communication to hospital employees.

With funding from the Jewish Vocational Services, the program has started a new reading and writing group, introduced a new GED preparation course and has purchased 10 new computers for the students. ●

MGH Workplace Education Program graduates

— AIDS wasting in men

(Continued from Page 1)

Neuroendocrine Unit, who led the study.

Fifty-one HIV-positive men with significant weight loss and low testosterone levels participated in the study. They received injections of either testosterone or a placebo every three weeks for six months. Those receiving testosterone had signficant increases in muscle mass compared with the placebo group and also reported feeling significantly better, with an improved overall appearance and quality of life.

Grinspoon's MGH co-authors include Anne Klibanski, MD; Colleen Corcoran, ANP; David Schoenfeld, PhD; Douglas Hayden, MA; Ellen Anderson, MS, RD; Kristen Parlman, MSPT; and Nesli Basgoz, MD. ●

Partners receives Corporate Recognition Award

Partners HealthCare System recently received the 1998 Corporate Recognition Award from the Greater Boston Business Council (GBBC) for demonstrating leadership in promoting workplace diversity, particularly regarding sexual orientation.

The award was created by the GBBC to recognize outstanding individuals and organizations that have contributed to the quality of life for the gay and lesbian community.

Partners has sponsored programs to educate employees and the community about issues involving the gay and lesbian community — such as cultural awareness, health concerns and management and employee relations — and has demonstrated corporate support through sponsorship of Boston Gay Pride, the Human Rights Campaign Dinner and the Boston AIDS Walk. In the past year, Partners has established domestic partners benefits for gay and lesbian employees as well.

Above, from left, David Gaboriault, Partners Materials Management; Jason Corbin, MGH Pathology; Kelly Dunn, BWH; Martha Stone, MGH Treadwell Library; and Joel Dunn, BWH.

— AIDS wasting in women

(Continued from Page 1)

this award and believe that this research will result in tangible improvement in the lives of women with AIDS and will extend our understanding of the role of endocrine factors in the pathogenesis of the AIDS wasting syndrome in women."

According to Grinspoon, the number of women diagnosed with AIDS is rapidly increasing. Little research has been done, however, to define gender-specific mechanisms of the wasting syndrome or to develop treatment regimens in this expanding population of HIV-infected patients.

The NIH-funded research project is based on a pilot study recently conducted by Grinspoon and other MGH researchers, including those from the Neuroendocrine and AIDS units. The team investigated the effects of testosterone replacement, at doses appropriate to women, in 53 females with AIDS wasting syndrome. Results showed that testosterone administration was associated with significant weight gain and an overall improvement in several aspects of the patient's quality of life.

The MGH Mallinckrodt General Research Center (GCRC) will be instrumental in conducting Grinspoon's federally supported study. The project also benefits from the cooperation of community groups such as Women of Action, a subgroup of the AIDS Action Committee, and the Women of Color AIDS Council. ●

Partners Psychiatry Bedfinders Program

Partners-affiliated hospitals can locate open beds for psychiatry patients with a new system called the Partners Psychiatry Bedfinders Program, which links the departments of psychiatry at the MGH, McLean Hospital, Salem Hospital and Spaulding Rehabilitation Hospital to a central database of available beds.

"BEDFINDERS IS ONE METHOD PARTNERS IS USING TO INCREASE COMMUNICATION AMONG THE AFFILIATES AND STRENGTHEN RELATIONSHIPS WITH REFERRERS."
— HAMILTON MOSES, MD

Now, when referrers are having difficulty placing a patient in a psychiatric bed, the new program can locate an open bed within the Partners system for immediate placement.

McLean Hospital's Intake and Referral staff serves as the hub of the program, collecting daily records of bed availability from each participating Partners affiliate. Available 24 hours a day, the staff fields requests from referring mental health professionals, insurance agencies or managed care organizations to place patients in a Partners psychiatric program.

Inspired by the hotel industry's strategy of directing customers who cannot get into their first choice accommodations to alternative hotels, the Bedfinders Program seeks to provide the same convenience to patients and their referrers.

"Bedfinders is one method Partners is using to increase communication among the affiliates and strengthen relationships with referrers," says Hamilton Moses, MD, vice president at Partners. "It increases collaboration within Partners and provides a valuable service to hospitals and referring agencies throughout the country that need to place patients in quality psychiatric care." ●

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MGH HOTLINE

WHAT'S HAPPENING

New IHP clinical track option

The MGH Institute of Health Professions (IHP) Graduate Program in Nursing has introduced a new clinical course of study, "The Adult Nurse Practitioner in Psychiatric/Mental Health" (ANP-PMII). The track is designed to prepare advanced practice nurses for dual certification as Psychiatric Mental Health Clinical Nurse Specialists and Adult Nurse Practitioners.

The track is intended for RNs with a BS degree in nursing or another field who wish to obtain an MSN degree, as well as post-MSN nurses currently prepared as nurse practitioners or clinical nurse specialists. Available for full- or part-time study, the track will be individualized to meet student needs. Inquiries and application requests should be directed to the IHP Office of Student Affairs at 6-3140.

Patient and Family Support Programs

The MGH Cancer Center Patient and Family Support Program will present "Care of Spirit in Cancer Care," on July 16, noon to 1 pm, and "Pain Treatment is Best When East Meets West," July 17, noon to 1 pm, both in the Cancer Resource Room, Cox 1. All are welcome. For more information, call 4-1822.

Partners Telephone Directory update

Because the on-line directory serves as the only source of information for hospital operators, MGHers are encouraged to check and update their department's on-line listing as well as their personal listing. The directory is accessible from both the MGH and Partners web sites. Department heads are also encouraged to designate a department editor to check and update the directory for their department. For more information, contact Marie Doolan at 4-5058.

Clinical Research Program luncheon series

The Clinical Research Program (CRP) will sponsor the next in a series of panel discussions focusing on different roles for clinical research coordinators. "Clinical Research Coordinator Professional Development Symposium" will be held July 23, noon to 1 pm, in the Wellman Conference Room. For reservations, call 6-1669.

Photo contest

The MGH Photography Department encourages all interested MGH and Partners-affiliated employees to submit entries for its amateur photography contest, which will be held in conjunction with its photography fair Aug. 13. The deadline for submissions is July 31. For more information, call Paul Batista or Sam Riley at 6-2237.

GLBA general meeting

The Gay, Lesbian, Bisexual Alliance of MGH will hold its next general meeting July 15, 5:15 pm, in Burr Conference Room 1, Bartlett Hall Extension. GLBA is also looking for creative people to do design for web site and fliers. For more information, call 6-5687.

Reminder — preregistration required for MGH Backup Child Care Center

Employees wishing to use the Backup Child Care Center — which is opening later this month — must preregister their children. Preregistration materials are available at the center in the Warren Lobby, weekdays between 8:30 am and 4 pm. Opening date for the center — which will care for children from age 15 months to 12 years — will be determined when final certification is received from the State Office of Child Care Services. Watch future issues of *Hotline* for the opening announcement. For more information, call the center at 4-7100.

A fountain of useful change

Loose change tossed into the fountain in Building 149 at the Charlestown Navy Yard will help to fulfill the wishes of many MGH patients and their families. Money was recently scooped out of the fountain — $214 worth of pennies, nickles, dimes and quarters — and donated to the MGH at the Y program, run by the Social Service Department. The program provides comfortable and affordable rooms to patients and families for temporary visits to the hospital. Pictured at the fountain are Traci Knoblauch *(left)*, Human Resources, and Pam Burton, business manager for Social Services.

MASSACHUSETTS GENERAL HOSPITAL

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July 17, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

U.S. News & World Report announces "Best Hospitals" list

As ***Hotline*** goes to press, the MGH has learned it again ranked third among the top hospitals in the country in *U.S. News & World Report's* annual survey. BWH placed eighth overall, while McLean Hospital was third in psychiatry and Spaulding Rehabilitation Hospital ranked 13 in rehabilitation.

The MGH ranked first in psychiatry and was among the top 10 in cardiology, endocrinology, gastroenterology, geriatrics, gynecology, neurology, orthopedics, pulmonary, rheumatology and urology. The hospital also rated among the best in cancer and pediatrics.

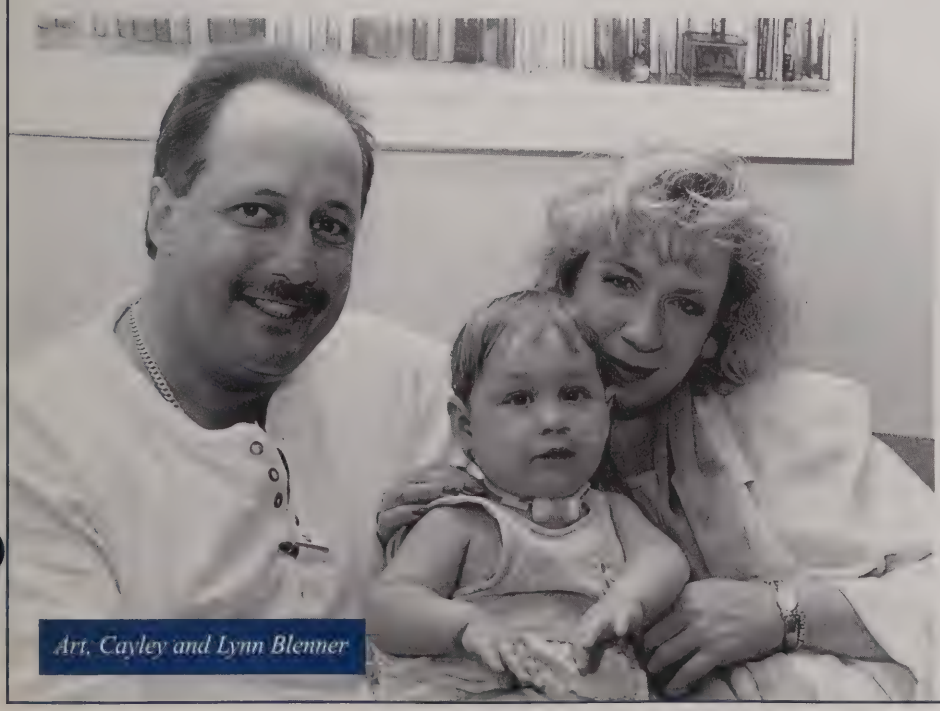
U.S. News & World Report is available on newsstands July 20. Look for more details in the next issue of *Hotline.*

Battling a rare disease: A little girl's victory

When 8-month-old Cayley Blenner of Morristown, N.J., came to the MGH last July, she was so sick her parents, Art and Lynn Blenner, didn't know whether she would live another day.

Cayley's health had been deteriorating for several months after doctors in her hometown found a cluster of hemangiomas — benign tumors that feed on the body's blood supply — growing inside her liver. Typically, hemangiomas appear on surfaces, such as the skin, where they can be removed easily. In rare cases such as Cayley's, however, hemangiomas grow on vital organs and can be life-threatening.

Cayley's large tumors made her acutely ill. The hemangiomas diverted blood from her heart, causing congestive heart failure. They pressed against her lungs and caused such severe respiratory distress that she needed a ventilator to breathe. Cayley's abdomen expanded like a balloon, arching her spine backwards and making it impossible for her to sit up or lie flat. Furthermore, the tumors were inoperable. Because of their complex blood supply, removal could cause fatal bleeding and liver damage.



Art, Cayley and Lynn Blenner

Searching for a way to help Cayley, her New Jersey physicians contacted Alan Ezekowitz, MBChB, DPhil, MGH chief of Pediatrics and an expert in treating children with these rare tumors. As her condition became critical, Cayley was flown to the MGH by a special jet equipped with life support systems and placed under Ezekowitz's direct care.

"We wanted the best care for Cayley — to take her to Dr. Ezekowitz and put her in the best hands possible," said her father Art Blenner.

A multidisciplinary MGH team immediately addressed Cayley's critical needs and began treating her tumors. Cayley required 24-hour nursing care in the Pediatric Intensive Care Unit (PICU). Several interventions were used to shrink the tumors, including radiation, chemotherapy and alpha interferon injections. Ample nourishment — difficult because she could not take food by mouth — was essential for Cayley to outgrow the tumors.

She also needed specialized therapies to help build upper body strength and coordination, and speech therapy was needed for oral and feeding abilities, which she had lost completely after a tracheotomy.

Alan Genatossio, RN, who with Lisa Henderson, RN, provided most of Cayley's bedside care, said the greatest challenge

(Continued on Page 3)

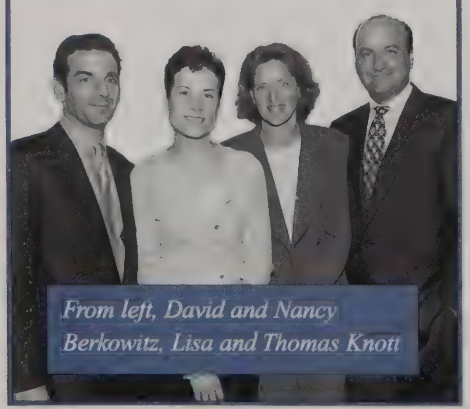
An offer of hope

Last year, life suddenly took a frightening turn for Lisa Knott when she was diagnosed with a brain tumor.

She and her husband, Thomas, were relieved, however, when the tumor was successfully removed by Robert Ojemann, MD, of MGH Neurosurgery. Throughout the ordeal, the Knotts relied on the support of an acquaintance, David Berkowitz, who had a brain tumor removed by Ojemann a few months earlier. Grateful for the doctor's skilled care, both families joined together to build support for the MGH Brain Tumor Center.

Thomas and Lisa Knott and David and Nancy Berkowitz, aided by many of their friends, established an endowed fund supporting work by Ojemann and his colleagues. The MGH hosted a reception July10 to thank the two families for their support and to recognize the fund officially. The fund has raised more than $220,000.

Lisa Knott and David Berkowitz said they have no doubt they're well today because of the skill and knowledge of their physician. They say they believe that additional support can make a great difference to the lives of many others who face the frightening diagnosis of a brain tumor.



From left, David and Nancy Berkowitz, Lisa and Thomas Knott

The rewards of leadership

Ives Erickson

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse, has been awarded a Robert Wood Johnson Executive Nurse Fellowship for educational and leadership development. The fellowship includes a $15,000 yearly grant to support learning activities over a three-year period.

Awarded to approximately 15 highly qualified candidates from a pool of 141 applicants, the fellowship allows recipients to remain at their home institutions while honing the skills they need to keep pace with the country's swiftly changing health care system.

Primary elements of the program include a core leadership curriculum, workshop sessions, pursuit of an individual learning plan, significant experience with a senior mentor and completion of an individual project at the home institution.

"Jeanette's leadership has been instrumental in shaping Patient Care Services into one of the most vital and cohesive departments in the hospital," says James J. Mongan, MD, president of the MGH. "It comes as no surprise that her leadership has been recognized by the Robert Wood Johnson Foundation. I'm sure that her participation in this fellowship will further enhance the role of this department in caring for our patients." ●

Interpreting is pure poetry

"I, the interpreter, / will be the music linking the two of them, showing them rhythm and harmony / to avoid stumbling or wasted steps. / It will be I, / who paints words in their voices, / blending all tones and colors to turn this celebration into a multicolored canvas."

Paulina Jimenez, an MGH medical interpreter, wrote these words as part of a poem expressing her feelings about the important role an interpreter plays in the relationship between physician and patient. The poem was read at a special graduation ceremony for the MGH Medical Interpreter Training Program July 6.

More than 25 students, including 15 MGHers, received certificates of completion for the four-month program, which includes training in medical terminology and the basic communication skills required to successfully interpret between a physician and a non-English-speaking patient. The training program covered various languages that can be requested through Interpreter Services — including Arabic, French, French-Creole, Italian, Portuguese, Cape Verdean, Russian and Spanish.

The ceremony was hosted by Patricia Rowell, director of the Volunteer Department and Interpreter Services; Michael Nathan, MD, of MGH•Revere HealthCare Center; and Margarita Battle, coordinator of Education and Training for Interpreter Services. ●

Margarita Battle, right, presents a certificate to Nancy Mobley of East Boston Neighborhood Health Center, an MGH affiliate.

—A little girl's victory

(Continued from Page 1)

during her stay was to balance her acute medical needs with her developmental ones.

Genatossio noted that the staff's family-centered care was especially important in communicating with Cayley's parents, who had to be in New Jersey half of the time. The Blenners were encouraged to call every day. To record improvement and developmental milestones, the nursing staff took photos and wrote in a journal. Genatossio said, "We emphasized the normal things, such as when Cayley would laugh, smile or sit up."

Her mother, Lynn Blenner, said: "The MGH staff took in Cayley as their own, and cared for her as if she was the only patient in the PICU."

After four months at the MGH, Cayley was ready to leave the PICU. Her acute needs had been met and her tumors were shrinking. She still needed specialized care from a rehabilitation facility, where she was weaned off the ventilator and would learn the developmental skills appropriate for a child her age.

When Cayley returned to the MGH this June to have her feeding tube replaced, she was a different little girl. Genatassio said: "I didn't even recognize her. To see her come back as a happy, active girl was extremely rewarding."

With her tumors nearly vanished, Cayley now is smiling, sitting and standing with the help of her parents. Although Cayley continues to need extensive rehabilitation to learn to walk, eat, talk and speak, Ezekowitz says she essentially has been cured.

Cayley's parents feel extremely grateful to the MGH staff and will never forget Ezekowitz's compassion for their little girl. "He made it his mission to save Cayley's life and left no stone unturned," said Art Blenner. She now can look forward to a healthy and happy future — one that includes having a new baby brother born July 6.

Ezekowitz says: "Cayley's recovery is a triumph of the critical care staff in the PICU. The exquisite attention to detail of the doctors, nurses and therapists, and their multidisciplinary approach, exemplify the high standards of excellence at the MGH." ●

FOR YOUR BENEFIT

Periodically, *Hotline* will feature updates about the employee benefit plans to help MGHers understand and make the most of the benefit options that are available to them. These updates will explain benefit options and provide information about how to access benefit services.

Below is the first in a three-part series explaining the retirement program options that are available and how to use them.

The MGH Cash Balance Retirement Plan

There are three primary sources of retirement income: employer-provided pensions, Social Security retirement benefits and personal savings. The Cash Balance Retirement Plan, available through the MGH, is an employer-provided retirement program.

The MGH Cash Balance Retirement Plan provides an individual account for each plan participant. Employees become vested after five years of eligible service. The MGH Cash Balance Retirement Plan is entirely funded by the MGH; employees do not make any contributions. At the end of each year of service, the hospital adds to a participant's account an amount based on the formula in the chart below.

The account is also credited with interest each year, based on the rate for a one-year Treasury bill with a minimum credit, which currently is 6.5 percent. The total account becomes available upon retirement. A pension statement is sent to active participants each year, typically during the summer. The statement reflects the current account balance as well as an estimate of the benefit that will be paid when a participant works at the MGH until the age of 65.

A summary plan description of the MGH Cash Balance Retirement Plan can be obtained from the Benefits Office by calling 6-8133 and pressing the number "2" for the forms mailbox. In addition, employees can submit questions by e-mail to *ibenefits@partners.org.* Individualized counseling sessions are available to assist with retirement planning and other financial goalsetting.

An upcoming issue of *Hotline* will discuss how to save on a pre-tax basis to supplement retirement income.

Age + Years of Service	Annual allocation as percentage of pay
Less than 30	5 percent
30 to 39	6 percent
40 to 44	7 percent
45 to 49	8 percent
50 to 54	9 percent
55 to 59	10 percent
60 to 64	11 percent
65 to 69	12 percent
70 to 74	13 percent
75 to 79	14 percent
80 or more	15 percent

Plus 0.6 percent of pay over $15,564 (for 1998)

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

Career symposium for research coordinators
The Clinical Research Program will host a "Clinical Research Coordinator Professional Development Symposium," July 23, noon to 1 pm, in the Wellman Conference Room. This panel discussion will focus on different clinical research roles. Information about professional societies and education also will be available. To attend, call 6-1669.

Stoke recovery videoconference
Spaulding will present a multi-site videoconference called "The Rehabilitative Tactics for Stroke Recovery." The program will be broadcast live to sites across the Partners system from BWH's Carrie M. Hall Conference Center, July 30, 11:45 am to 1 pm. MGHers may view the conference from the Lawrence House Conference Room. All are welcome. To register — necessary for the BWH site only — call (617) 732-6480. For information on the participating videoconference sites, call Mary McCallum at (617) 573-2055.

Design and conduct of clinical trials
The Education Unit of the Clinical Research Program in collaboration with the MGH Cancer Center will offer, "Design and Conduct of Clinical Trials," a 14-session course for second-year fellows and junior faculty pursuing clinical research endeavors. Classes will meet from Sept. 10 to Oct. 29, Mondays and Thursdays, 5 to 6:30 pm, in the Walcott Conference Rooms. The course fee is $50. For information and registration materials, visit the CRP's website at *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

New cancer drugs and the media
Adults diagnosed with cancer, their family and friends are invited to attend a free workshop about how the media report on new cancer drugs. "New Cancer Drugs: Magic Bullet or Media Hype?" will be presented by Michael Seiden, MD, of MGH Hematology/Oncology, July 30, 6:30 to 8 pm, at The Wellness Community — Greater Boston, 1320 Centre Street, suite 305, Newton Centre, Mass. To register, call (617) 332-1919.

New toll-free number for telephone patient registration
MGH's Outpatient Telephone Registration Service, which allows patients to register and obtain blue cards by phone, now has a new toll-free number — (877) 726-9090. This number is accessible from outside the 617 and 781 area codes. For calls within 617 and 781, call (617) 726-9090. These numbers replace the previous phone registration number, (617) 726-9000.

Telephone registration service is available during the following hours: Monday through Friday, 8 am to 8 pm, and Saturday and Sunday, 9 am to 4 pm. For more information, call Vincent Capodilupo at 4-5836.

Cancer patient and family programs
The MGH Cancer Center Patient and Family Support Program will host the following presentations in the Cancer Resource Room on Cox 1: "Exercise During and After Cancer Treatment," July 20, 2 to 3 pm; "Just What is Cancer Anyway?" July 21, 1 to 2 pm; "What to Expect from Treatment," July 23, 11 am to noon, and "How to Eat When You Don't Feel Like Eating," July 23, noon to 1 pm. For more information, visit or call the Cancer Resource Room at 4-1822.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

Dangerous exposures

New house staff and other MGHers are reminded to report any incident involving blood and body fluid exposures to the MGH Occupational Health Service (OHS).

Health care workers can contract HIV or other viruses through occupational exposure via the skin by a needle-stick or cut, or through a mucous membrane, including splashes to the nose, mouth or eye. Studies show that post-exposure treatment with anti-retroviral medication given within one to two hours of exposure can reduce the transmission of HIV by 80 percent.

The following steps should be taken if occupational exposure occurs:

Decontamination:

- Needle-sticks and cuts should be washed with soap and water immediately for approximately five to 10 minutes.
- Splashes to the nose, mouth or skin should be flushed with water.
- Splashes to the eyes initially should be flushed with water, saline or sterile irrigant.

Exposure reporting:

- MGH requires all employees to report occupational exposures as soon as possible by visiting the OHS office on Clinics 382, Monday through Friday, 7 am to 5 pm. If the incident occurs during non-business hours, employees should page the on-call nurse practitioner through the page operator at 6-2066.
- Employees should report the incident to their immediate supervisor and complete an incident report available in their department.

For more information about OHS or occupational exposure, call 6-2217.

July 24, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PARTNERS PROGRESS

Partnerswide online medical records to begin at MGH site

Patients' medical records will soon be online throughout the Partners system beginning with a pilot site at the MGH Beacon Hill Associates, located at 100 Charles River Plaza. The new application, called the Longitudinal Medical Record (LMR) automates the medical record to improve the consistency of the patient information, assist in clinical decision making and allow simultaneous access to patient information for authorized users throughout Partners institutions. Providing senior health, renal and primary care, the MGH Beacon Hill Associates was the first pilot site, which started in June. Three additional sites, the MGH Obesity Clinic, BWH Primary Care Associates of Newton and the BWH Rheumatology practice, are planned to begin in the fall.

According to Joe Studer, corporate manager of Clinical Systems Management, LMR will eventually replace existing online medical records Partners such as EMR, CoStar and MiniAmb. Data from those systems will be transferred to LMR.

"This system incorporates the latest advancements in technology, which assures maximum system performance and advanced functionality," says Studer.

Some of the benefits of the LMR include integration of records with test results, greater legibility of the data and improved organization of patient information.

Studer adds that using the LMR from a workstation in the exam room, a physician

(Continued on Page 3)

A royal treatment for the Duke of York

MGHers yesterday received a stately greeting from His Royal Highness Prince Andrew, Duke of York, as he visited the hospital and met with pediatric cancer patients, saw some of the MGH's latest medical technology and learned about historic milestones at the hospital.

The Duke of York, the second son of Elizabeth II, stopped in at the MGH Cancer Center to talk with a group of children battling cancer. The patients presented Prince Andrew with a T-shirt proclaiming him an official member of the "MGH 1998 Marathon Team." The group had been part of an effort last April in which their family members and some MGH staff ran the Boston Marathon to benefit the MGH Pediatric Hematology/Oncology Service.

Prince Andrew

Patient Sarah Riekett, 19, of Maine after the event said: "Meeting the prince was something I never thought I'd experience. It was nice of him to do this; he was very natural with the little kids."

The Duke of York's visit also included a tour of the Wellman Laboratories of Photomedicine, a telemedicine demonstration between neurologists at the MGH and The North Shore Medical Center and a brief history lesson in the Ether Dome about the 1846 demonstration of ether.

James J. Mongan, MD, MGH president, and W. Gerald Austen, MD, chairman and CEO of the MGPO, led Prince Andrew though his 1 1/2 tour.

Prince Andrew bid the MGH a royal farewell, departing for the next stop on his three-day visit in Boston during which he is helping to mark the 200th anniversary of the USS Constitution. ●

HRH Prince Andrew greets MGHers and student volunteers on the Bulfinch lawn.

MGPO board restructured

To increase physician representation at the Massachusetts General Physicians Organization (MGPO) highest level, the senior leadership of the organization restructured its 14-member Board of Trustees to increase the number of physician seats from four to seven. The restructuring was approved by the MGH Board of Trustees June 19.

"This restructuring is a significant, positive move for the MGPO," says James J. Mongan, MD, president of the MGH and an MGPO trustee. "This step provides the MGH physicians with stronger representation at the board level. This action should help to strengthen the cohesion of our doctors."

Along with the restructuring, W. Gerald Austen, MD, the MGPO's chief executive officer, was appointed chairman of the MGPO board and his title was changed to chairman and CEO. At the July meeting of the MGPO board, Daniel Ginsburg, MGPO chief operating officer, assumed the title of president while continuing in the role of COO.

The restructured MGPO board now includes three chiefs elected by the MGH Chiefs' Council and three nonchief clinicians elected by the MGPO membership. The seventh physician seat is held by Austen as CEO. The remaining seven seats will continue to be held by lay trustees.

"We felt that 50 percent physician representation on the MGPO board was ideal, and are extremely pleased that, with the cooperation of the hospital and Partners, we were able to make this happen," says Austen. "We feel this restructuring sends an important message that the MGPO is here to work for the physicians."

The newly elected physician trustees are: Theresa McLoud, MD, of Radiology, who is serving a one-year term; David Rattner, MD, of Surgery, who is serving a two-year term; and Larry Ronan, MD, of the departments of Medicine and Pediatrics, who is serving a three-year term. Chief trustees are Nicholas Zervas, MD, chief of Neurosurgery, who is serving for one year; R. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics, who is serving for two years; and Anne Young, MD, PhD, chief of Neurology, who is serving for three years. ●

Lucky cake results in unexpected gift

An unexpected gift of $1,000 was recently presented to the Charlie Davidson Leukemia Fund at the MGH, the result of a contest conducted by the Boston Coffee Cake Company. To celebrate the sale of its 1 millionth cake, the Woburn bakery earmarked a $1,000 prize for the purchaser of the lucky cake and matching funds to be donated to a charity of the distributor's choice. A long-time Davidson Fund donor, wholesale food distributor Peter Marks, who purchased the lucky cake, had no doubt what that charity would be.

Established by Bert and Toby Davidson of Lexington, the Charlie Davidson Leukemia Fund commemorates the short life of their son, Charlie, who succumbed to leukemia in 1981. Since its inception 17 years ago, the fund has generated close to $500,000. All proceeds go directly to the MGH Pediatric Hematology/Oncology Unit, where Charlie was treated. The Davidsons designed the fund to encourage innovative research and treatment procedures.

Boston Coffee Cake Co. president Mark Forman, left, presents a $1,000 check to Howard Weinstein, MD, chief of Pediatric Hemotology /Oncology. Bert Davidson, with his wife Toby, holds the lucky cake.

"The Davidson Fund represents a very important and encouraging source of support for pediatric hematology and oncology at the MGH," says Howard Weinstein, MD, unit chief of the MGH Pediatric Hematology /Oncology Service. "It allows us to investigate novel treatments and lab techniques that we would otherwise not be able to pursue."

For Marks, a close friend of the Davidsons, donating to the fund is a matter of course. "I've always appreciated the way the Davidsons do things," he said. ●

— Medical record

(Continued from Page 1)

can access a patient's medications, allergies, medical problems and progress notes with a click of the mouse rather than sifting through a paper chart. Custom templates allow physicians to make structured notes about a patient.

"We have been extremely pleased and surprised at how well this technology is working," says Richard Winickoff, MD, medical director of the MGH Beacon Hill Primary Care Associates. "It especially saves time in getting reports. Using dictation, reports were available a week later, but with LMR, a report is available the next day."

Kenneth Minaker, MD, medical director of the MGH Beacon Hill Senior Health Associates adds: "The messaging capability with LMR will improve communications and among all Partners providers."

The LMR development team has worked closely with Partners Health Information Services to ensure that patient confidentiality policies are adhered to when granting access to medical records online. Audit reports, which record every request for patient information, provide added protection to ensure that there is no unauthorized access. ●

Elias Yaple, a patient at MGH Beacon Hill Senior Health Associates, looks on as Claus Hamann, MD, and Joe Studer enter information into the LMR system.

Schwartz Center continues support of pastoral care training

The Kenneth B. Schwartz Center, in conjunction with the MGH Chaplaincy, will sponsor two Schwartz Center Fellowships in Pastoral Care for 1999, giving caregivers the opportunity to learn more about the spiritual care of patients and their families.

Created in memory of Kenneth B. Schwartz, a Boston health care attorney and MGH patient, these fellowships seek to nurture the relationship between caregivers, patients and their families by focusing on the spiritual components of healing and caregiving.

Specialized training is offered through the Partners Clinical Pastoral Education (CPE) program.

Physicians, nurses, social workers and other direct care providers employed by Partners-affiliated institutions or practices are eligible to apply for the fellowships, which include CPE tuition and salary reimbursement. The program will run from early January to May. Fellows will spend one a day a week (Mondays) in CPE seminars as well as complete a clinical training component, which they may fulfill in their own practices.

Kenneth B. Schwartz

Mary Kraft, MD, of MGH Anesthesia, who graduated this May as one of the first two Schwartz Center fellows, says she is grateful for the new skills she learned. "CPE gave me the tools and comfort to talk with my patients about their spirituality," she says. "I went into the program assuming spirituality was important to some of my patients. I came out convinced of its importance in the physician/patient relationship."

The other fellow, Virginia Harlan, LICSW, chief social worker at the MGH•Charlestown HealthCare Center explains: "Including a person's spirituality in the therapeutic process opens up an additional and powerful avenue for healing." She adds that she enjoyed the opportunity to learn among a multidisciplinary group of students.

The application deadline for the fellowships is [illegible], and the awards will be announced in October. For more information, call the MGH Chaplaincy at 6-2200.

MGH and BWH among nation's best hospitals

For the sixth year in a row, the MGH and BWH ranked among the top 10 hospitals in the country in *U.S. News & World Report's* "America's Best Hospitals" survey. As reported in last week's *Hotline,* the MGH scored third overall and was ranked among the nation's best in 13 of the 16 specialties listed. BWH was rated eighth overall with 11 specialties ranked.

Several Partners affiliates also ranked high in their specialty areas, including McLean Hospital, ranking third for psychiatry; Dana-Farber Cancer Institute, ranking fifth in cancer; and Spaulding Rehabilitation Hospital, ranking 13 for rehabilitation.

Johns Hopkins Hospital in Baltimore was rated the top hospital with the Mayo Clinic in Rochester, Minn., second.

In *U.S. News & World Report's* ninth annual guide to the nation's top hospitals, the publication evaluated 6,400 hospitals in 16 specialty areas. The hospitals were ranked using a mathematical model that combines reputation assessments, predicted mortality rates and various medical information. The survey is featured in the July 27 issue, which now is on newsstands.

MGH national rankings U.S.News

Cancer	13
Cardiology	3
Endocrinology	2
Gastroenterology	4
Geriatrics	5
Gynecology	3
Neurology	2
Orthopedics	8
Pediatrics	10
Psychiatry	1
Pulmonary Disease	8
Rheumatology	8
Urology	8

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MGH HOTLINE

WHAT'S HAPPENING

Earned time cash out

All MGH employees must use or cash out all excess earned time by Sept. 26. The maximum amount of earned time employees can carry over into the next fiscal year is one times their annual accrual. For a full-time employee with less than five years service, the maximum is 232 hours. Employees may reduce their earned time balance either by taking vacation time or by cashing out. Employees can cash out one week of earned time once a year, provided they have a balance of five weeks remaining. Any excess earned time not used or cashed out by Sept. 26 will be transferred to the extended sick leave account. For more information, employees should contact their Human Resource representatives.

Lectures for cancer patients and families

The MGH Cancer Center Patient and Family Support Program will sponsor two lectures this week in the Cancer Resource Room on Cox 1. Kenneth Tanabe, MD, of Surgical Oncology will present "Surgical Treatment of Melanoma for the Patient" July 27, noon to 1 pm. Hensin Tsao, MD, of Dermatology, will present "An Approach to Skin Care for the Patient," July 29, noon to 1 pm. To register or for more information, visit the Cancer Resource Room or call 4-1822.

Photo contest

The MGH Photography Department encourages all interested MGH and Partners-affiliated employees to submit entries for its amateur photography contest, which will be held in conjunction with its photography fair Aug. 13. The deadline for submissions is July 31. For more information, call Paul Baptista or Sam Riley at 6-2237 or Leah Coviello at 4-3030.

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds July 31, noon to 1 pm, in the Walcott Conference Rooms. This month's discussion is entitled "The Caregiver/Patient Relationship: From the Perspective of Three Unique Patients." Lunch will be served starting at 11:45 am. To register, call the MGH Thoracic Oncology Center at 4-6862.

Ready to quit smoking?

The MGH Quit Smoking Service will offer an eight-week program beginning Aug. 5, at 5:30 pm. Topics include preparing for quitting, coping with stress without cigarettes, preventing weight gain and avoiding relapse. A telephone support line is available to participants. To register for the program, call 6-7443.

MASSACHUSETTS GENERAL HOSPITAL

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Eat Street "Grab 'N' Go"

The MGH Eat Street Cafe is offering a new line of ready-to-go meals. "Grab 'N' Go" features freshly made items, conveniently packaged and reasonably priced. The meals are available in the cold food section of the Eat Street Cafe Monday to Friday, between 11 am and 8 pm.

Partners keeps up the pace at AIDS Walk

MGHers and others affiliated with Partners parade behind the Partners banner at the AIDS Walk this June, reaching the finish line as one of the top 20 fundraising teams. Joined by more than 20,000 other walkers from Greater Boston, the Partners team raised $8,730.

Proceeds, which totaled more than $2.2 million, benefit the AIDS Action Committee and 23 other related organizations to help provide life-sustaining services and educational programs for thousands of men, women and children with HIV and AIDS.

Patricia Delapp of the MGH-AIDS Research Center, who organized the Partners team, says: "It was exciting to see so many MGH and Partners employees and families walking together to show support for such a worthy cause."

IN GENERAL

Rodolfo Robles, MD, a research fellow at the MGH, received a $500 travel grant from the Endocrine Society to present his research this June in New Orleans at ENDO '98, the organization's 80th annual meeting. Robles works in the lab of **Jonathan Tilly, PhD,** associate director of the Vincent Center for Reproductive Biology. He studies proteins involved with cell death in relation to menopause.

The Dystonia Medical Research Foundation recently appointed **John Penney, MD,** of MGH Neurology, to serve on its Scientific Advisory Board. Penney has received research grants for the past two years from the foundation to study genes for early-onset dystonia in the human brain.

July 31, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Tanzi, far right, and some members of his laboratory team, from left, Albert, Blacker and Rodes.

New Alzheimer's-associated mutation may provide key to disease process

MGH researchers and colleagues at the Harvard School of Public Health and other institutions have identified a new gene mutation strongly associated with the risk of developing late-onset Alzheimer's disease, the most common form of the brain disorder. Most significantly, the protein coded for by this gene — known as alpha-2 macroglobulin (A2M) — interacts with proteins coded by other Alzheimer's-associated genes, suggesting a process that could be key in the disease's development. The report appears in the August issue of *Nature Genetics* and also was presented July 22 at the Sixth International Conference on Alzheimer's Disease and Related Disorders in Amsterdam.

A2M is known to break down and remove from cells the protein fragment called A-beta, which forms the toxic amyloid plaques found in the brains of people with Alzheimer's. It also interacts with a protein called LRP that in turn interacts with two other proteins associated with Alzheimer's: the amyloid precursor protein and apoE. In reviewing DNA samples from hundreds of families in which more than one individual has Alzheimer's, the MGH-led team found that a particular mutation in A2M was strongly associated with Alzheimer's.

"This finding leads us directly to a protein pathway that we think drives the Alzheimer's disease process," says Rudolph Tanzi, PhD, director of the MGH Genetics and Aging Unit and senior author of the report. "It could be a powerful new target for the development of drugs to prevent or treat this disease."

Deborah Blacker, MD, ScD, of MGH Psychiatry, the paper's lead author, says, "In addition to what it may tell us about the Alzheimer's disease process, this finding — if replicated — will help us sort out the role of additional genetic and environmental factors in future studies of this very complex disease." The other MGH co-authors of the study are Linda Rodes, Marilyn Albert, PhD, and Bradley Hyman, MD, PhD.

A taste of the real world

Fourteen Timilty Middle School graduates are receiving an early taste of the professional world with SummerWorks '98, the MGH/Timilty Partnership summer employment program. A collaboration with the Boston Private Industry Council, the MGH program encourages students to explore career possibilities and develop strong work habits through summer employment. Assigned to separate MGH departments, the students arrive at 8:30 am every weekday for six hours of education and genuine on-the-job experience.

Bolstering the MGH Police and Security force for the summer is Miguel Figueroa, 15, of Jamaica Plain, *far right.* Outfitted in uniform tie and navy blazer, Figueroa often can be seen on patrol with his supervisor, veteran security officer Winston Houston, *left,* helping to keep the MGH safe for patients, visitors and staff. At less active times, Figueroa fills out routine incident reports and helps with the office's busy switchboard. Observing his department's strict code of confidentiality, Figueroa was able to divulge to *Hotline* only that he thoroughly enjoys his summer work. The summer employment program ends in late August.

MGH and IHP 20-year association formalized

A historic agreement between the MGH and the MGH Institute of Health Professions (IHP) has formalized the clinical association between the two institutions and standardized the hospital as a primary site for the clinical education of IHP students. The agreement was approved by the MGH Board of Trustees and officially signed by James J. Mongan, MD, president of the MGH, and Ann Caldwell, interim president of the IHP, at the July 17 meeting of the IHP's board .

Designed to articulate the mutual benefits of the relationship between the two institutions, the clinical affiliation agreement will ensure that all IHP students have at least one clinical experience at the MGH. The agreement also calls for joint faculty appointments and credentialling, offers professional development services for MGH clinicians and presents new opportunities for collaborative research and program development between the IHP and the MGH.

The agreement is part of a set of recommendations formulated by a joint committee of the hospital and the IHP, co-chaired by Mongan and Caldwell, which is planning for the IHP's future. "The clinical agreement is a critically important step to position the institute for a strong future," says Caldwell. "It consolidates the individualized agreements we've had with many MGH departments and defines a shared institutional commitment for years to come."

From left, E. Lorraine Baugh, former chair of the IHP Board of Trustees; Mongan; Matina Horner, PhD; chair of the IHP Board of Trustees, and Caldwell.

Charged with developing details of the clinical agreement, a working group comprised of MGH and IHP staff was led by Marianne Ditomassi, RN, director of the Center for Clinical and Professional Development for the MGH Department of Nursing, and Alexandra Paul-Simon, PhD, RN, academic coordinator for Clinical Education in the IHP Graduate Program for Nursing.

The clinical agreement with the MGH is among the first results of a two-part planning process to preserve the IHP's mission, enhance its high quality programs and enrich opportunities for students and faculty. ●

Scenes from a royal visit

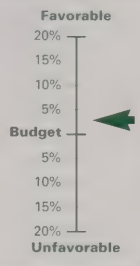
Prince Andrew charms the MGH July 23

MGH Vital Signs: FY 1998 third quarter results

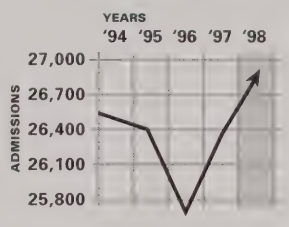
A quarterly status report on five key performance indicators

Admissions exceeded budget by 292 and have risen by 2.2 percent compared with the same period last fiscal year. This favorable trend is occurring in a health care market in which overall admissions are declining. The largest increases in admissions can be attributed to Medicine, Surgery and Neurology.

FY '98 actual:	26,731
FY '98 budgeted:	26,439
FY '97 actual:	26,139
Patient days	172,993
Inpatient Surgeries	11,805
Births	1,749

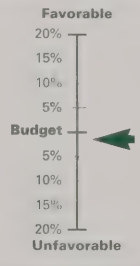


Five-year trend

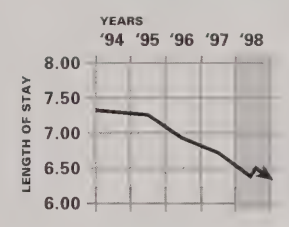


Length of stay (LOS) is slightly above budget on a year-to-date basis, and was 0.15 days lower than FY '97. Managing LOS continues to be a significant focus for Operations Improvement clinical teams because benchmarking data suggests the MGH has an opportunity to reduce LOS relative to other institutions, even when adjusted for case mix.

	Days
FY '98 actual:	6.47
FY '98 budgeted:	6.43
FY '97 actual:	6.62

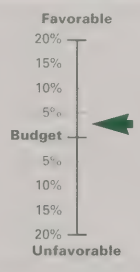


Five-year trend

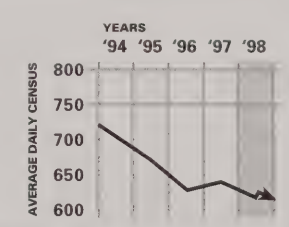


Average daily census of inpatients was higher than budgeted and the same as last fiscal year. This can be attributed to higher admissions and a longer LOS. When the average of 23 bedded outpatients per day is included, the combined occupancy exceeds 79 percent.

FY '98 actual:	634
Average beds in service	832
Occupancy rate	75.88%
FY '98 budgeted:	623
FY '97 actual:	634

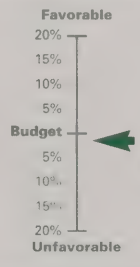


Five-year trend

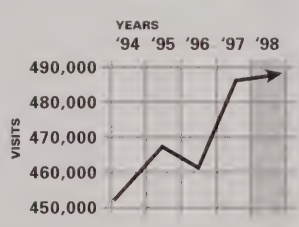


Outpatient visits are up from last quarter but still down relative to the budget. Emergency visits have exceeded both budget and FY '97 volume. Routine outpatient volume also has continued to grow, particularly at the health center sites.

FY '98 actual:	488,701
Clinic visits	267,644
Health center visits	174,741
Emergency visits	46,316
FY '98 budgeted:	493,719
FY '97 actual:	488,125
Outpatient Surgeries	10,159

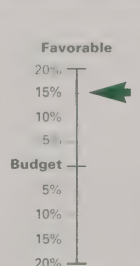


Five-year trend

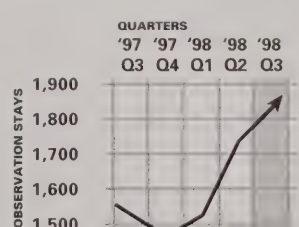


Observation stays are about 15 percent above budget for the year and 17 percent over last fiscal year. The LOS for observation patients is generally less than 24 hours, but is reimbursed at a much lower rate than a one-day admission. A review of the criteria for admission and observation status will be initiated in the fourth quarter.

FY '98 actual:	5,152
FY '98 budgeted:	4,498
FY '97 actual:	3,797
Chemotherapy infusion	231
Routine post-procedure recovery	933



Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Employment fair
The Partners Employment Office will join Partners Learning and Diversity to sponsor "Candidate Showcase," an employment fair for pre-screened, prospective employees to meet, interview and network with Human Resources generalists and managers from the MGH and other Partners entities. Spouses and partners of new house officers interested in working for a Partners affiliate are encouraged to attend the event, which will be held Aug. 6, 3 to 5:30 pm, at Partners Learning and Diversity, 185 Cambridge St. To register as a job applicant, attend as a department representative or receive more information, call Suzanne Culver at 4-8568 or Lesley Downey at 6-1701.

New housing website for Partners employees
Partners has introduced a new housing website for MGHers and Partners-affiliated employees and staff. The site allows employees to search for short or long-term housing opportunities as well as post openings. The website is accessible at *healthcare.partners.org/housing*. For more information, call Darlene Landry at 6-2215.

Ready to quit smoking?
The MGH Quit Smoking Service will offer an eight-week program beginning Aug. 5 at 5:30 pm. Topics include preparing for quitting, coping with stress without cigarettes, preventing weight gain and avoiding relapse. A telephone support line is available to participants. To register for the program, call 6-7443.

Clinical research workshop for coordinators
The Clinical Research Program (CRP) is sponsoring a one-day course, Conducting Clinical Research Studies," for entry-level coordinators, Aug. 14, 8 am to 5 pm, in the Walcott Conference Rooms. CEUs are pending. For registration or information, contact Lee Leahy at 6-3310 or visit the CRP website at *www.crnet.mgh.harvard.edu*.

Medical and gynecology inpatient units switch locations
The Medical Unit on Ellison 13 has moved to Ellison 16 and the Gynecology Unit on Ellison 16 has moved to Ellison 13. The phone numbers on each floor — Ellison 13 (telephone 4-5310 and fax 4-5350) and Ellison 16 (telephone 4-5610 and fax 4-5650) — have not changed.

GLBA meeting
The next general meeting of the Gay, Lesbian, Bisexual Alliance (GLBA) of MGH will take place Aug. 21, noon, in Burr Conference Room 2, Bartlett Hall Extension. All employees are welcome. For information, call 6-5687.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

MGH•Chelsea to participate in Latin American Festival
MGH•Chelsea HealthCare Center will be participating in this weekend's Chelsea Latin American Festival sponsored by the Latin American Cultural Association at the Mystic Mall, (across from the health center, 151 Everett Ave). MGH•Chelsea will host tables to be located under a festival tent with educational information, health screenings, raffles and other activities Aug.1, 2 to 7 pm and Aug. 2, 2 to 5 pm. For more information, call Ruthie Gomez at (617) 887-4161.

Save the date

The MGH Office for Women's Careers (OWC) will be hosting a panel discussion, "How and When to Establish Independence as an Investigator," Sept. 29, 4 to 5:30 pm, in the O'Keeffe Auditorium. Moderated by Nancy Tarbell, MD, director of the OWC, the panel discussion will feature Eugene Braunwald, MD, Partners vice president of Academic Programs; Patricia Donahoe, MD, chief of Pediatric Surgery; Anne Young, MD, PhD, chief of Neurology; and William Silen, MD, dean of Faculty Development and Diversity at Harvard Medical School. A similar program will be hosted at CNY Nov. 12, 8 to 9:30 am. For more information, call 4-5229.

Minority house staff welcomed

New minority house staff members were welcomed to the hospital by James J. Mongan, MD, president of the MGH, at a reception July 22. Winfred Williams, MD, director of the MGH Office of Minority Health Professions, as well as chiefs of service, vice presidents, senior management and professional staff, also greeted new residents and interns.

Above, from left, Kenneth Maynard, PhD, of Neurosurgery greets Andrew Campbell, MD, a senior resident in Pediatrics, and Alfredo Quinones, a fourth-year Harvard Medical School student.

August 10, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Slower growth in revenue creates FY '99 budget challenge

As the MGH prepares its budget for fiscal year 1999, it is looking at limited revenue growth coupled with increasing expenses, resulting in a sizable budget gap. Some hospitalwide belt-tightening, therefore, will be necessary in the coming months, James J. Mongan, MD, president of the MGH, told hospital managers and department heads at an Aug. 3 leadership meeting.

This belt-tightening will mean a need to reduce the number of positions at the hospital, Mongan said. The plan is to achieve these reductions by implementing productivity improvements where possible and carefully managing vacancies, temporary help and overtime. There will be a number of unfilled vacancies, he said, but the MGH will not have across-the-board layoffs.

Citing the hard work and dedication of MGH employees, Mongan explained that the MGH is in a stronger position financially than most teaching hospitals in the region and nationwide. "Everyone at this hospital should be congratulated for making this a successful year," he said. "We have substantially added volume, which produced solid financial results. I thank all of our employees for their commitment to this institution."

Mongan said that he was pleased to announce that the FY '99 budget will include funding for merit increases for employees, with additional amounts budgeted for market adjustments in specific areas.

According to Mongan, the MGH is projecting it will end FY '98 with $923.9 million in total operating revenue, largely because of a significant increase in inpatient admissions. Revenue projections for FY '99, which begins Oct. 1, are $960.1 million with an expected 2.9 percent increase in admissions.
(Continued on Page 2)

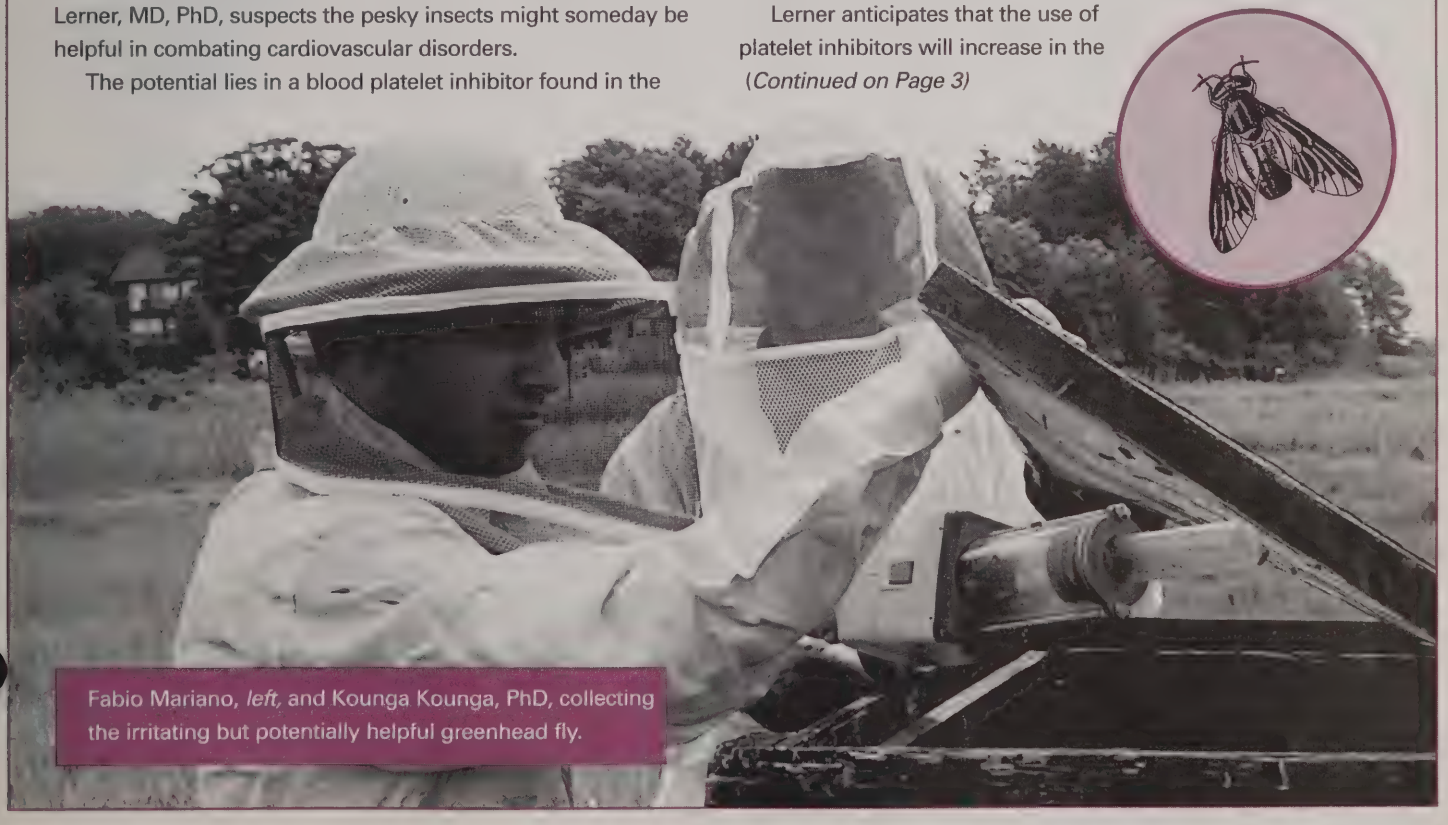
Medical research and the iridescent green devil

Like tiny iridescent devils, greenhead flies search the summer shoreline for beach-going victims. In the weeks surrounding the end of July, their barbarity is at its peak.

Seaside residents and tourists may be surprised to learn that this curse of the East Coast may offer a blessing as well. MGH researcher and American Heart Association investigator Ethan Lerner, MD, PhD, suspects the pesky insects might someday be helpful in combating cardiovascular disorders.

The potential lies in a blood platelet inhibitor found in the greenhead's salivary glands. Like aspirin, platelet inhibitors thin the blood, allowing it to flow without clotting. Lerner discovered the substance and named it "chrysoptin" after the greenhead's genus or classification. Since platelet inhibitors facilitate unrestrained blood flow, they are regularly employed in medications for treating strokes and heart attacks.

Lerner anticipates that the use of platelet inhibitors will increase in the
(Continued on Page 3)



Fabio Mariano, *left,* and Kounga Kounga, PhD, collecting the irritating but potentially helpful greenhead fly.

Marian Breck Sullivan in a 1940s shampoo ad

From hair care to hospital room, Breck sisters leave their legacy

Marian and Constance Breck will probably be remembered for their beautiful hair.

The two daughters of John H. Breck Sr., maker of Breck shampoo, became known for their shimmering tresses in early shampoo advertisements in the 1940s. Over the years, numerous other models gained fame with Breck shampoo, including Jaclyn Smith and Kim Basinger.

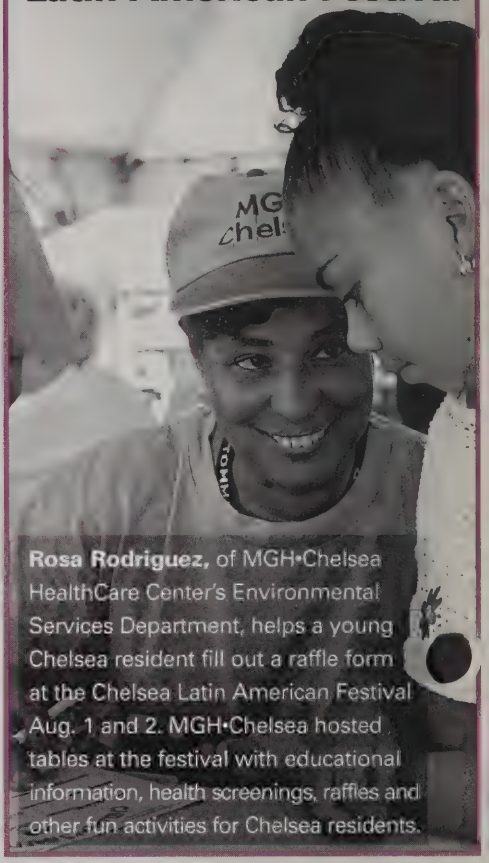
Now, the Breck sisters have left another enduring legacy by contributing to the mission of the MGH. Marian Breck Sullivan — a long-time patient of Kurt Isselbacher, MD, and Roman DeSanctis, MD — came to the hospital years ago for advice about a heart condition. Impressed by the hospital's staff, she made a major donation on her last visit, naming a patient room in memory of her father.

After Sullivan died last year, M. Constance Breck, recognizing her sister's admiration for the hospital, made a donation to dedicate a room in the Phillips House to Sullivan's memory.

Naming a room is one way benefactors can support the work of the hospital while remembering a friend or family member. Supporters also can name a nursing station, wing, operating suite or patient floor, or they can sponsor various funds — including a fellowship, lectureship, professorship or an endowed fund for a particular program, project or physician at the hospital.

For more information about naming opportunities, contact the Development Office at 6-2200.

MGH•Chelsea celebrates Latin American Festival



Rosa Rodriguez, of MGH•Chelsea HealthCare Center's Environmental Services Department, helps a young Chelsea resident fill out a raffle form at the Chelsea Latin American Festival Aug. 1 and 2. MGH•Chelsea hosted tables at the festival with educational information, health screenings, raffles and other fun activities for Chelsea residents.

— *FY '99 budget challenge*

(Continued from Page 1)

Even though admissions have been rising, the percentage of inpatient reimbursement revenue that comes from Medicare has decreased from 45 percent in FY '94 to a projected 39 percent for FY '99. Medicare reimbursement is important to the hospital because it includes funding for teaching and research.

In addition, the continuous shift from commercial insurers into managed care and capitated plans, which demand deeper discounts from the hospital, has significantly changed the amount of patient care revenue the hospital receives. Since FY '94, managed care has increased from 12 percent of the hospital's inpatient revenue total to 29 percent.

The MGH is working to enhance revenue by taking such steps as raising inpatient prices by 10 percent, which keeps MGH rates competitive with other institutions, and by making changes in ambulatory care that involve adjustments in registration, billing and payment collection.

Even with these management initiatives, the hospital is projecting a $10.5 million gap in the FY '99 budget because of the limited growth in payor revenue and the increase in expenses. During the next two months, the hospital will be identifying ways to balance its budget.

Managing current positions will be key in balancing the budget, Mongan said. Hospital managers and leadership are being asked to prioritize filling vacant positions, manage attrition closely and control the use of overtime and temporary employees.

In addition, the hospital will continue to look to Operations Improvement (OI) for cost savings and revenue enhancement. Mongan applauded the work of the OI initiative for saving the hospital $83 million to date with an annual savings of $36 million. Putting some new programs temporarily on hold also will be necessary to reduce short-term costs.

In the next few months, Mongan will meet with hospital managers and supervisors to refine the FY '99 budget. Partners HealthCare System and other Partners institutions also are undergoing rigorous budget evaluation to cut expenses and develop new revenue across the system.

"Because of changes in the health care environment, we have been presented with some interesting challenges in producing this year's fiscal budget," Mongan said. "These changes shouldn't cause us to overreact, but shouldn't underreact either. We will need to work harder and smarter to maintain our current success rate." ●

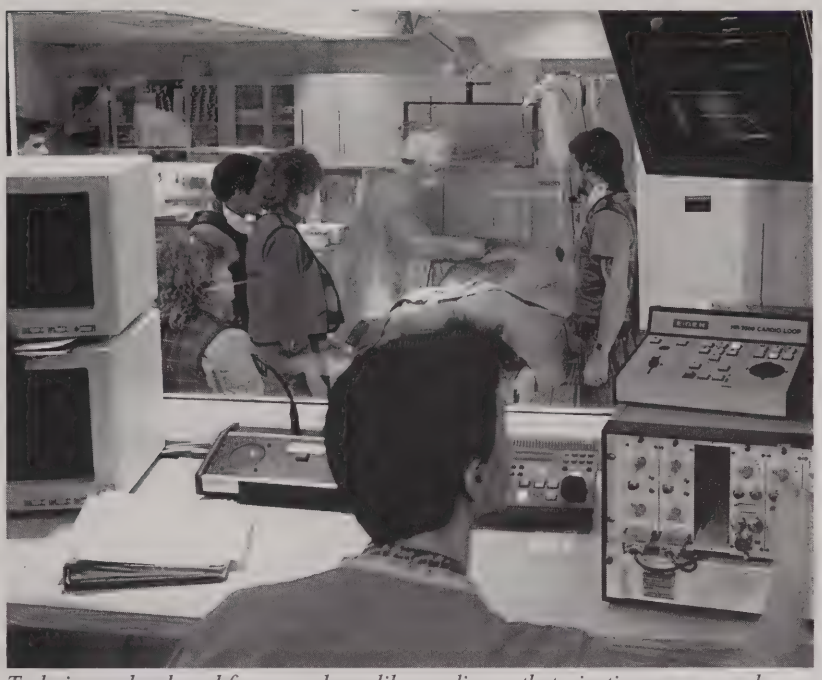
RESEARCH Perspectives

Minimally invasive therapy shapes a new world of medicine

Imagine a world where ...

- Physicians can detect and destroy breast tumors without making an incision;
- The destruction of brain cells in a stroke can be halted, and even reversed, before irreparable damage occurs;
- Student doctors, dentists and other health professionals learn and practice procedures using highly realistic computer models instead of animals or patients;
- Patients undergo heart surgery through a few tiny incisions and go home the same day.

Helping make such a world a reality is the overall goal of the Center for Innovative Minimally Invasive Therapy (CIMIT), a collaborative *(Continued on Page 2)*

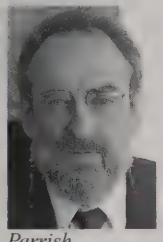


Techniques developed for procedures like cardiac catheterization may someday allow patients to undergo heart surgery without a large incision.

Why CIMIT? Why now?

A Message from John Parrish, MD
Director of CIMIT

The Center for Innovative Minimally Invasive Therapy (CIMIT) is somewhat of a misnomer. It is not a center in the traditional sense, nor is it a department or a discipline. Rather, CIMIT is a collective, a co-operative-like structure in which to organize multi-faceted knowledge and techniques so they may be shared among creative minds. It is within CIMIT's amazingly simple yet remarkably bold framework that we believe medical science can and will move forward in new and exciting directions.



Parrish

The seeds of CIMIT were planted in the past two decades, as the Cold War wound down and then came to an end. Technologies that had been developed largely by the defense industry to preserve and protect our nation were declassified and became available to medical science. These technologies include certain kinds of lasers, advanced electronics, robotics, sophisticated fiberoptics, thermal imaging and highly advanced computer capabilities.

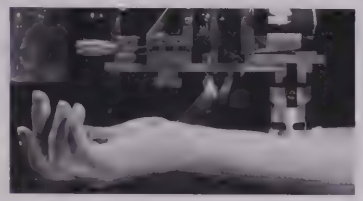
Today, we can sort and sift through these technologies with an eye toward applying them to treat injury and cure illness. CIMIT is our sieve, allowing us to capture those technologies that may prove beneficial to patients. Through CIMIT, MGH and BWH scientists representing many different disciplines come together with collaborators from MIT, Draper Laboratory and our industrial partners to evaluate the potentials of these far-reaching technologies. Relying on cross-fertilization of ideas, scientists are finding more precise ways to diagnose disease and developing treatments that are less invasive and thus more comfortable for the patient and more cost effective. In this issue of *Research Perspectives,* you will read about some of the exciting therapies that are evolving from the programs and projects that collectively are CIMIT.

If technology is the heart of CIMIT, then innovation, creativity and progressive thinking are its lifeblood. CIMIT today is poised to set the pace nationally and internationally in medical technology and lead the way in preparing for the next century of health care. The possibilities of CIMIT are limitless, indeed.

— Shaping a new world of medicine

(Continued from Page 1)

venture between the MGH, BWH, Massachusetts Institute of Technology (MIT) and Draper Laboratory. Founded in 1996, CIMIT grows out of the MGH's established research leadership in areas such as laser medicine, endoscopic surgery, advanced imaging and telemedicine. Its mission is to identify and assess new technologies with possible medical uses — developed in hospitals, universities or in industry — and to help develop clinical



applications that will improve quality of care and reduce health care costs.

John Parrish, MD, MGH chief of Dermatology and director of CIMIT, explains that CIMIT will provide a structure for clinical physicians from many specialties — surgeons, radiologists, dermatologists, cardiologists, and many others — to meet with basic scientists, physicists, engineers and representatives of medical industries to share information, ideas, approaches and problems. "Through CIMIT we want to cut through the barriers that exist between disciplines and specialties to arrive at totally new ways of solving medical problems." *(See Parrish's message, Page 1)*

David Rattner, MD, of the MGH Surgical Service, explains that the past 10 years have seen a dramatic revolution in abdominal surgery through the introduction of laparoscopic procedures — surgery carried out through tiny holes, rather than large incisions, guided with miniature cameras. Now it is time to apply those techniques to other pressing medical needs. "When you're focused on the day-to-day issues of caring for your patients, it's hard to find time to step back and think about how the work you're doing might be applied in another setting. CIMIT offers a great opportunity to look at our challenges from completely new perspectives," Rattner says.

Organizationally, CIMIT has been set up with four clinical focus areas — cardiovascular disease, cancer, stroke and trauma/critical care. Projects that do not fall under these areas are classified as new initiatives.

In parallel are eight advanced technology teams: simulation and robotics, intelligent decision systems (computers), medical imaging, miniaturized sensors and devices, outcomes and technology assessment, energy delivery, biomaterials and endoscopic tools.

Steve Dawson, MD, a radiologist and leader of the new initiatives area, explains that a major challenge for CIMIT is to find ways around the "that's the way we do things here" mindset that can prevail at large medical and academic institutions. "We want to be a responsive point of entry for projects, ideas and collaborations that are different in scope from traditional departmental groupings."

Key to the success of CIMIT will be industrial partnerships. Not only can members of industry help to translate CIMIT-developed strategies and tools into patient-care products, but also the expertise of CIMIT members can help identify new applications for products and technologies that may have been developed originally for nonmedical purposes, such as manufacturing, data processing or defense.

"With our access to a diverse, eclectic group of medical and technological experts," says Thomas Brady, MD, associate director of CIMIT, "CIMIT offers the potential to not just improve traditional medical procedures but to find totally new approaches to meeting our patients' needs."

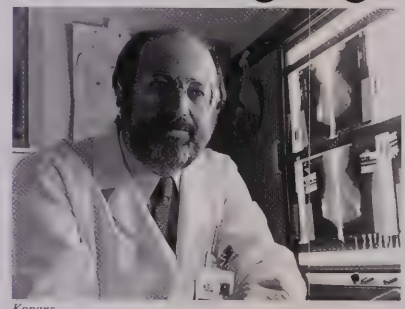
Some current CIMIT projects

These are some of the CIMIT projects that may be ready for patient studies in the next few years.

Destroying breast tumors without surgery

With widespread use of mammography, some breast cancers are being detected at very early stages, when they are quite tiny. Often the stage and risk of spread of these tumors can be determined by a needle biopsy, but it is still necessary to surgically remove such tumors to confirm whether they are malignant. CIMIT researchers are investigating several possible ways to diagnose and destroy breast lesions — both benign and malignant — that would not require surgical incisions. One possibility is high-intensity focused ultrasound, which can generate heat in a small area of the body, destroying only target tissue with no additional damage. In current animal studies, researchers are investigating whether this technology, used under MRI guidance, can safely and effectively destroy early-stage tumors.

Key CIMIT investigators: Ferenc Jolesz, MD, BWH Radiology; David Rattner, MD, MGH Surgery; Daniel Kopans, MD, MGH Radiology



Kopans

Introducing and evaluating new treatments for uterine bleeding

Many women experience uterine abnormalities that, although benign, can cause excessive abnormal bleeding. While hysterectomy has been the most common treatment when this bleeding's impact becomes severe, several alternative approaches have been introduced in recent years. These include hysteroscopy (removal of small lesions through scopes rather than incisions), the use of heat to destroy abnormal uterine tissue and medications to shrink benign tumors called fibroids, among others.

The success of such treatments includes not only the actual clinical outcome but how satisfied patients are with the overall effect on their quality of life. Women participating in a new CIMIT study of treatments for benign uterine conditions will start by viewing an interactive video program designed to inform them of their treatment options. They will be able to choose the treatment they prefer or to be assigned randomly to a specific approach. The two-year study will both gather data about actual treatment results and evaluate participants' overall satisfaction with the outcome. It is hoped that this study will provide a model for future evaluation and assessment of CIMIT-developed treatments.

Key CIMIT investigators: Keith Isaacson, MD, MGH Gynecology; Mary McNaughton-Collins, MD, MPH, MGH General Medicine

Preventing esophageal cancer in a high-risk group

A major risk factor for a cancer of the esophagus is a condition called Barrett's esophagus. Although only 10 percent of those with Barrett's esophagus develop cancer, there has been no way to identify those at greatest risk, and removal of the esophagus has been the only sure way to prevent development of cancer. MGH researchers have recently shown that laser-induced fluorescence spectroscopy — a technique for analyzing the chemistry of tissues using light — can identify the type of Barrett's most likely to become cancerous. In addition, photodynamic therapy — an MGH-pioneered strategy combining light with special light- activated drugs — can be used to treat the tissue changes of Barrett's esophagus. A CIMIT team is working to combine these methods into protocols that will allow identification of which Barrett's patients are at risk for cancer and the ability to destroy precancerous tissue through endoscopy rather than traditional surgery.

Key CIMIT investigators: Norman Nishioka, MD, MGH Gastroenterology; Brett Bouma, PhD, MGH Dermatology

Using catheters to block abnormal heart rhythm

An important risk factor for strokes is atrial fibrillation, a type of irregular heartbeat that can lead to the formation of blood clots that may travel to the brain. Standard treatment is the use of blood-thinning drugs, which require careful monitoring to avoid possible complications, or the implantation of mechanical defibrillators, devices that shock the heart back into a normal rhythm. Currently, the only cure is a complex open-heart surgical procedure designed to block the bioelectrical signals that cause the erratic heart rhythm. CIMIT investigators are exploring an alternative, operating on the same heart tissues through catheters similar to those now used in angioplasty procedures. Sophisticated imaging, specifically intracardiac ultrasound, will be required to guide and monitor the delicate procedure.

Key CIMIT investigators: Jeremy Ruskin, MD, MGH Cardiology; David Keane, MD, MGH Cardiology

Cooling the brain to prevent stroke damage

Exciting advances have been made in recent years in the treatment of stroke, particularly involving the use of clot-dissolving drugs that can limit the amount of tissue damage. Another promising strategy is carefully lowering the temperature of the brain, a technique that animal studies have shown can lessen injury with a reduction of only a few degrees in temperature. CIMIT investigators are developing techniques and equipment to cool either the entire body or just the brain by infusing a cold saline solution into major blood vessels. A successful strategy is expected to involve specialized catheters, sensors to measure appropriate temperature, and MR imaging to monitor the protective effect.

Koroshetz

Key CIMIT investigators: Walter Koroshetz, MD, MGH Neurology; Albert Lee, MD, MGH Neurosurgery

Recent reports from MGH researchers

New Alzheimer's-associated mutation may provide key to disease process

MGH researchers have identified a new gene mutation strongly associated with the risk of developing late-onset Alzheimer's disease, the most common form of the brain disorder. Most significantly, the protein coded for by this gene – known as alpha-2 macroglobulin (A2M) – interacts with proteins coded by other Alzheimer's-associated genes, suggesting a process that could be key in the disease's development and providing a possible target for drug development. The research team – including Deborah Blacker, MD, ScD, of MGH Psychiatry; Rudolph Tanzi, PhD, director of the MGH Genetics and Aging Unit, and colleagues from the MGH and the Harvard School of Public Health – published their findings in the August issue of *Nature Genetics.*

Testosterone improves quality of life in men with AIDS wasting syndrome

A research team led by Steven Grinspoon, MD, of the MGH Neuroendocrine Unit, found that testosterone administration significantly increases lean body mass and improves the quality of life in men with AIDS wasting syndrome. AIDS wasting syndrome is a devastating complication of late-stage HIV infection, characterized by an extreme loss of lean muscle mass, leading to significant fatigue and frailty. The study showed that men with AIDS wasting syndrome who received testosterone injections had significant increases in muscle compared with a group receiving a placebo. They also reported feeling significantly better, with a better overall appearance and improved quality of life. The report appeared in the July 1 issue of *Annals of Internal Medicine.*

Breastfeeding may be significant source of infants' exposure to tobacco products

Infants of mothers who smoke may receive greater exposure to the products of tobacco smoke through breast milk than through environmental exposure, according to a study led by researchers at the MGH and BWH. The report in the June issue of the *American Journal of Public Health* shows that urine levels of cotinine, a substance produced by the breakdown of nicotine in the body, were 10 times higher in breast-fed children of smoking mothers than in bottle-fed children of smoking mothers. Maria A. Mascola, MD, MPH, director of Perinatal Epidemiology in the Vincent Obstetrics and Gynecology Service at the MGH, was first author of the study, which is part of the Maternal/Infant Lung Study, a long-term project conducted by the Channing Laboratories at BWH in collaboration with the East Boston Neighborhood Health Center.

Vitamin D deficiency appears common in hospital patients

MGH researchers found that a surprising number of adult hospital inpatients are deficient in vitamin D, a nutrient required for the healthy bones. The study, carried out by MGH medical residents working with staff physicians, surveyed 290 patients admitted to the hospital's medical service. The investigators found that 57 percent of the participants were deficient in vitamin D and 22 percent were severely deficient. Even in a subgroup of 77 patients who would be considered low risk because they were active, apparently healthy and under age 65, 41 percent showed levels that could be considered deficient. Melissa Thomas, MD, PhD, was first author of the study in the March 19 issue of *The New England Journal of Medicine.*

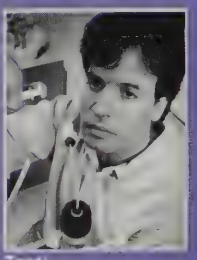
Two studies examine warfarin usage issues

Two reports from the MGH Division of General Medicine addressed issues involving the use of warfarin, a blood-thinning drug used to prevent strokes in people with a type of irregular heartbeat called atrial fibrillation. A study by Randall Stafford, MD, and Daniel Singer, MD, in the April 7 *Circulation* found that, in 1993, patients with atrial fibrillation received prescriptions for warfarin in only 40 percent of physician visits, a level that many specialists believe is too low. The researchers believe that the need for careful monitoring of patients taking warfarin, a drug that could prevent 10,000 strokes each year, may discourage some physicians from prescribing it for appropriate patients.

The need for such monitoring was illustrated by an MGH study appearing in the March 4 *Journal of the American Medical Association.* The researchers, led by Elaine Hylek, MD, MPH, found that people taking warfarin who also take large amounts of acetaminophen are at increased risk of excessive anticoagulation, which could lead to dangerous bleeding. The study showed that patients who took the equivalent of at least four regular-strength (325 mg) acetaminophen tablets per day for seven days or longer were 10 times more likely to have a blood test result showing elevated hemorrhage risk.

MGH/Shriners team develops survival estimates for burn patients

A research team from the MGH and Shriners Burns Hospital has developed a system for objectively estimating the likelihood of survival in patients with severe burn injuries. In their study appearing in the Feb. 5 *New England Journal of Medicine*, the researchers report that three risk factors – age over 60, serious injury covering more than 40 percent of body surface, and inhalation injury – appeared to reduce the chance that patients would survive their injuries. The conclusions were drawn from a review of more than 1,600 burn patients admitted to the MGH and Shriners from 1990 to 1994. Colleen Ryan, MD, MGH/Shriners burn surgeon and first author of the report, explains that the new system will be invaluable in helping physicians, patients and family members make decisions about the care of critically burned people and target new treatment approaches to patients who need them most.


Tanzi

Grinspoon

Mascola

Ryan

Research Perspectives is published periodically to inform the MGH community about the hospital's comprehensive research program.

Comments, suggestions and story ideas can be submitted to Susan McGreevey, editor, at 4-2764; by fax to 6-7475; by e-mail to smcgreevey@partners.org; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

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MGH HOTLINE

Program supports breastfeeding mothers

When Roxanne McConnell gave birth to her daughter, Grace, five months ago, she joined a growing number of women who breastfeed to provide the proper nutrients for the growth and development of newborns. "Grace is very healthy, and I feel that breastfeeding has brought us closer together," says McConnell.

If McConnell needs support in what sometimes can be a challenging process, she can seek advice from the WIC (Women, Infants and Children) Nutrition Program at the MGH•Revere HealthCare Center. WIC is a food assistance program administered through the Massachusetts Department of Public Health.

WIC offers peer counseling to help encourage breastfeeding instead of, or in conjunction with, bottlefeeding. Three peer counselors work with the WIC and MGH nutrition staff to counsel women about the benefits of breastfeeding.

WIC's efforts to promote breastfeeding are based on the American Academy of Pediatrics' recommendation that mothers breastfeed infants to provide optimal nutrition while decreasing the risk of acute and chronic diseases.

According to Germaine Lambergs, RN, a perinatal nurse and lactation consultant in the MGH Vincent Obstetrics and Gynecology Service, programs such as the one offered by WIC are ideal in helping new mothers continue breastfeeding. "With the WIC peer counselors, new mothers have access to the same kind of support they receive while in the hospital," says Lambergs. "That support is essential in continuing the commitment to breastfeed."

The WIC program at the hospital is administered under the MGH Department of Dietetics, with locations at the Revere, Charlestown and Chelsea health centers. WIC provides food and nutritional assistance to approximately 4,000 women and young children in the three communities served by the health centers.

Roxanne and Grace McConnell celebrate World Breastfeeding Week (Aug. 1 to 7) at the MGH•Revere's WIC Program Office. MGH•Chelsea hosted a similar event Aug. 6 and MGH•Charlestown will host an event Aug. 13.

According to Carol Breed, director of the WIC program, WIC acts as a "gateway" to health care for women and children by serving as a referral service for physicians, dentists and insurance plans as well as providing food vouchers to purchase WIC-approved nutritious food such as milk, eggs, cheese, cereal, carrots and tuna. The program also offers nutritional counseling, immunization screening and referrals for children, social service referrals as well as voter registration. ●

— *Green devils and medical research*

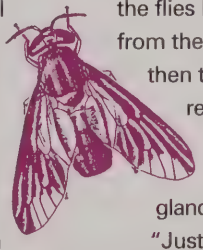
(Continued from Page 1)

future as new and better drugs become available.

"The process is really very beautiful in its simplicity," Lerner says.

Five years ago, Lerner noticed that greenhead bites can cause a drop of blood to ooze from the affected area. Normally, platelets in the blood cause immediate clotting in such minor lacerations; something was allowing the blood to flow freely. Lerner determined that it was a platelet-blocking protein. He undertook an extended study of the [illegible]eline pests, both to characterize the protein and to clone its gene.

Because such analyses demand a great quantity of organic material, Lerner and his research team were faced with the uncomfortable task of collecting the ravenous flies for dissection. For their hunting grounds, Lerner chose the salt marshes of the North Shore, where a local greenhead control project maintains a system of fly traps.



Designed to resemble a cow to unsuspecting greenhead eyes, the trap consists of a square black box on four legs with an opening on the underside. Attracted by a special chemical, the flies enter the box from below and are unable to exit.

Up to three times a week during greenhead season, Lerner and his team don elaborate protective gear and plod into the teeming marshes, armed with a modified hand-held vacuum and a wire-mesh insect snare. As one researcher opens the hinged top of a trap, another attacks with the vacuum, sucking in the flies before they have a chance to swarm from the trap. The captive greenheads are then transferred to the mesh snare and returned to Lerner's laboratory at the Cutaneous Biology Research Center in Charlestown, where their salivary glands are removed for further study.

"Just as molds became a source for antibiotics," Lerner says, "it is increasingly clear to us that bugs can be an equally rich source of research for the cardiovascular field." ●

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MGH HOTLINE

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A 75-year milestone

At the recent Massachusetts Hospital Association annual meeting, Jack Barry, *right*, of the American Hospital Association (AHA), presents James J. Mongan, MD, president of the MGH, with a plaque honoring the MGH for 75 years of membership in the AHA.

MGH Backup Child Care Center is open

The MGH Backup Child Care Center, located in the Warren Lobby, opened Thursday, Aug. 6, for the children of MGH employees. The center provides emergency child care services when regular arrangements are unavailable or break down. The center cares for children from age 15 months to 12 years and is open Monday through Friday from 6:30 am to 6 pm. For more information about the MGH Backup Child Care Center or to schedule a tour, call 4-7100.

WHAT'S HAPPENING

Arteriovenous malformation support (AVM) group

The MGH Brain Aneurysm/AVM Center hosts ongoing support groups for patients diagnosed with a brain AVM. The support group meets the last Friday of every month in the Burr 5 and 6 Conference Rooms. For more information, call Dorothy Martyniak, RN, at 4-5656, beeper #35605 or 6-1767.

Lectures for cancer patients and families

The MGH Cancer Center Patient and Family Support Program will sponsor two upcoming lectures in the Cancer Resource Room on Cox 1. Liz Johnson, RN, MSN, ONC, will present "Just What is Cancer Anyway?" Aug. 13, noon to 1 pm. Diane Heislein, MS, PT, OCS, will present "Exercise During and After Cancer Treatment," Aug. 17, 2 to 3 pm. For more information or to register, visit the Cancer Resource Room or call 4-1822.

Photo fair

The MGH Photography Department will host a photography fair Aug. 13, 11 am to 2 pm in the Bulfinch tent. More than 250 photo contest entries will be on display. Winners of the photo contest will be announced during the fair. For more information, call Paul Batista or Sam Riley at 6-2237 or Leah Coviello at 4-3030.

MGH Running Club takes to the road for the Jimmy Fund

The MGH Running Club will be participating in The Jimmy Fund Walk Sept. 27. Runners will get official MGH T-shirts. Members and nonmembers may register on the team roster and get details at the Central Lobby Information Desk. For more information, contact Kathy O'Brien via e-mail at *kobrien@partners.org* or Kate Ulbricht at *Ulbricht.Kate@ mgh.harvard.edu.* The deadline is Sept. 1.

AMMP Meeting

The general meeting of the Association of Multicultural Members of Partners (AMMP) will be held Aug. 13, noon to 1:30 pm in the Trustees Conference Room, Bulfinch 225. Lunch will be served. All employees are welcome. For more information, call Kim Clarke at 4-3312.

MASSACHUSETTS GENERAL HOSPITAL

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August 14, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Blood and platelet donations crucial to patient care

In September, Laura Sanders, MD, will have one more round of chemotherapy and a stem cell replacement procedure to treat the ovarian cancer that she was diagnosed with in May. In preparation for this treatment, she now is accepting donations — not of money but blood platelets.

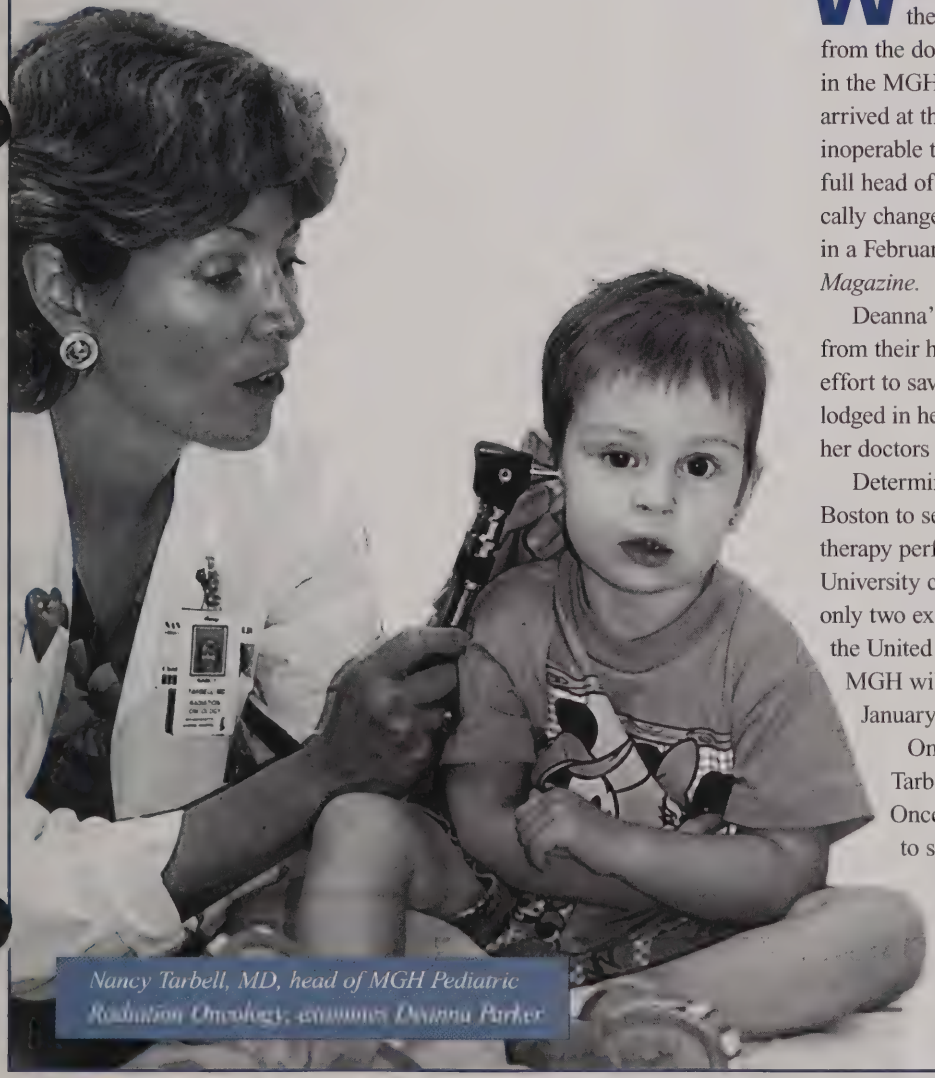
Many cancer patients need this kind of donation while undergoing chemotherapy or radiation treatment to prevent bleeding or to fight infection. If they are undergoing a procedure such as a stem cell or bone marrow transplant, patients need constant rejuvenation of blood platelets to replenish the supply that is destroyed during the procedure.

"BECAUSE PLATELETS HAVE A SHELF-LIFE OF ONLY A FEW DAYS, IT IS EVEN MORE IMPORTANT THAT A STEADY POOL OF DONORS CONTINUE TO GIVE PLATELETS."

Acquiring platelets requires a special kind of blood donation called pheresis *(fer-ee-sis),* in which whole blood is withdrawn from a donor and separated into its component parts. The platelet component then is kept and the unneeded components are returned to the donor.

(Continued on Page 3)

Proton beam therapy gives family new hope



Nancy Tarbell, MD, head of MGH Pediatric Radiation Oncology, examines Deanna Parker.

When Deanna Parker visited the MGH recently, the 2-year-old was greeted with smiles and hugs from the doctors, nurses and technicians who cared for her in the MGH Cancer Center last winter. She first had arrived at the MGH in November to be treated for an inoperable tumor that had invaded her brain. Now with a full head of hair and a beaming smile, Deanna has drastically changed from the very sick child who was featured in a February cover story in *The Boston Sunday Globe Magazine.*

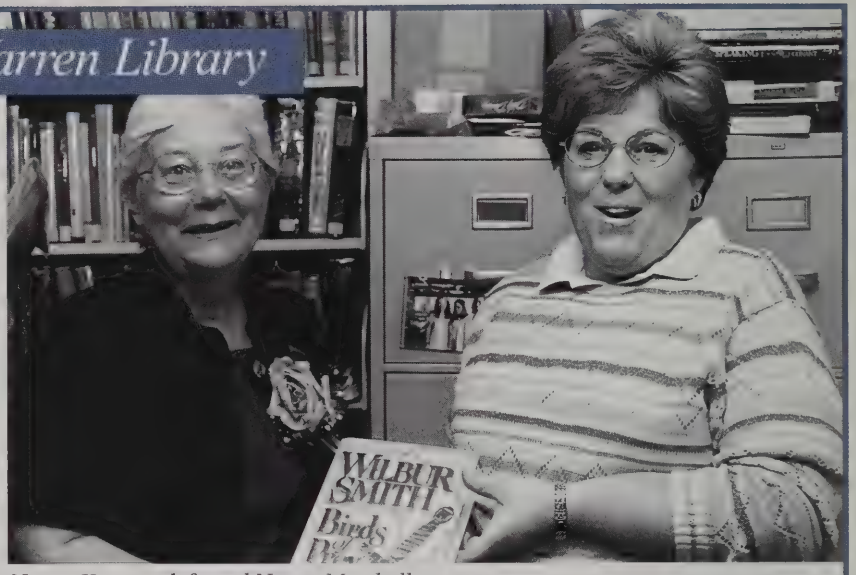
Deanna's mother, Marilyn Parker, brought her daughter from their home in Nova Scotia to the MGH as a final effort to save Deanna from the large tumor that was lodged in her sinus cavity and the "0 percent" chance that her doctors had given for her survival.

Determined to find hope for Deanna, Parker came to Boston to seek an alternative — proton beam radiation therapy performed by MGH physicians at the Harvard University cyclotron in Cambridge. Harvard's is one of only two existing cyclotrons used for medical purposes in the United States — the other one is in California. The MGH will open a new proton beam therapy facility in January of next year.

One of Deanna's doctors contacted Nancy Tarbell, MD, head of MGH Pediatric Radiation Oncology and a specialist in pediatric brain tumors, to see if Deanna was a candidate for treatment. Without hesitation, Tarbell accepted Deanna, whose tumor had already doubled in size.

(Continued on Page 3)

Passing the torch at the Warren Library



Nancy Kessner, left, and Nancy Marshall

MGH employees, patients and other regulars at the Warren Library joined its longtime librarian Nancy Kessner in celebrating her retirement July 31. After 28 years as matron of this literary cavern, which has its own history of more than 150 years, Kessner now passes her charge to its new librarian Nancy Marshall.

Thought to be the first hospital library in the country to establish a book service for patients, the Warren Library opened in 1841 when John Warren, MD, one of the founding fathers of the MGH, donated $1,000 to purchase religious and moral books to be given to patients upon their discharge. The collection evolved to include all types of books, which patients could borrow during their stay at the MGH. In 1904, the Warren Library appointed its first librarian and in 1926 moved to its present location in the Bulfinch basement.

Today, the Warren Library houses an extensive periodical collection, an array of daily newspapers, hardbacks, paperbacks and videos. The library serves patients throughout the hospital by delivering requested reading materials and videos to their rooms and operates — with the help of volunteers — a regular bookcart service for inpatient floors. Patients and their families also are welcome to visit the library.

Kessner says the library has grown according to the needs of patients and employees and has become a kind of haven in which to relax, read or eat lunch in a quiet corner. "All should feel welcome here," she says.

Marshall, who became the new librarian in June, says she plans to maintain the same comfortable atmosphere. She is looking forward to working at the MGH — a very different environment from the Thayer Academy in Braintree, where she worked as a school librarian for 12 years. The Warren Library is open Monday through Friday, 9 am to 4 pm. Employees may check out materials with their MGH IDs. In addition, PERKS tickets are on sale 1 to 3 pm daily. For information, call the Warren Library at 6-2253.

MGH Backup Child Care Center ready to play

Filled with new toys and games, the MGH Backup Child Care Center opened last week for children of MGH employees, who need a place to go when regular child care arrangements are unavailable. The new facility offers fun activities for children age 15 months to 12 years, including a climbing wall and jungle gym. The center is open Monday through Friday, 6:30 am to 6 pm. Tours of the center will be offered by appointment only between 10:30 and 11:30 am. For more information, call 4-7100.

Patricia Elwell, right, director of the MGH Backup Child Care Center, plays with an MGH newcomer.

— Blood and platelet donations

(Continued from Page 1)

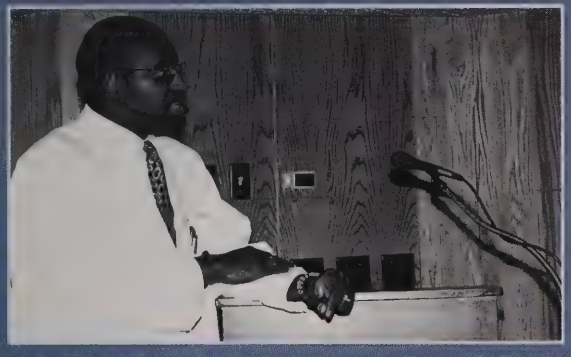
During the 2 1/2 hours the pheresis process takes, a donor is connected to a machine that spins the blood to separate platelets from other blood components. Each unit of whole blood contains only two tablespoons of platelet concentrate. The donation does not significantly decrease the number of platelets in the donor's body, and the donated platelets are quickly replaced.

"During the summer months, pheresis donors are particularly difficult to find because blood donation traditionally tapers off during vacation periods," says Marianne Murphy, donor services coordinator for the MGH Blood Donor Center. And because platelets have a shelf-life of only a few days, it is even more important that a steady pool of donors continue to give platelets, says Murphy.

Sanders, who is a former MGH chief surgical resident, knows exactly how important it is to get platelet donations during this crucial time in her illness. "Even though it takes more time for donors to give platelets, it is so important for people like me who need them during cancer treatment," says Sanders. "It is nice to know that there are people who are willing to help."

For more information about pheresis or blood donation, call the MGH Blood Donor Center at 6-8165. ●

Summer research presentation



Frederick Harris, of the MGH Summer Research Trainee Program (SRTP), presented his research project to the hospital community Aug. 7 in the Bigelow Amphitheater. Sponsored by the Office of Minority Health Professions, the SRTP gives college and medical school students an opportunity to participate in laboratory-based research with MGH investigators. Harris, a student at the Ohio State University College of Medicine and Public Health, presented findings from his study on the neuroprotective effect of nexideline in rats following a stroke.

Photo contest winner

The above photograph, "Asylum," by Kathleen Famiglietti of the MGH Lab of Computer Science, was awarded the first-place prize in the MGH Photography Department's first Partnerswide amateur photography contest. Second and third place prizes respectively were awarded to Lindy Beasley, of Partners Revenue and Managed Care Finance, and Lorena Lovesque, of MGH Pediatric Surgery. The winners were announced at the Aug. 13 photography fair in the Bullfinch tent, attended by more than 1,000 patients, visitors and staff.

— Proton beam therapy

(Continued from Page 1)

Since proton beam therapy delivers high doses of radiation in a very limited area, it is ideal for treating tumors near the brain because it saves nearby tissues from unnecessary damage. Patients receive a more focused dose of radiation to the tumor itself per treatment than with other types of radiation.

Since her treatment six months ago, Deanna has made a rapid and remarkable recovery. At her three-month check-up, a CT scan revealed only dead tissue where the tumor had been. Deanna was removed from a feeding tube in April, three months sooner than expected.

"We didn't want to hope for too much too soon," says Parker. "But, we were ecstatic that she did so well." Even though Deanna began crawling and sitting up later than most children her age, she now is developmentally on schedule.

"Deanna's response to the treatment is exactly what we had hoped," says Tarbell. "Her entire health care team fell in love with Deanna from the beginning. She touched our lives in ways she will never know. We are so pleased to see her progress." ●

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MGH HOTLINE

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WHAT'S HAPPENING

HR website
MGH Human Resources has developed a new website accessible through the Partners workstations to provide an additional vehicle for communicating Partners-related information to employees and staff. Browsers can use this resource to find information about benefits, job opportunities, tuition reimbursement, PERKS and services offered by such departments as the International Office, Professional Staff Benefits Office, Bulfinch Temp Service, Occupational Health Service, Employee Assistance Program and the Warren Library. A holiday calendar, training and orientation schedules, a housing search and commonly used human resource forms also are available. The site can be visited at *is.partners.org.hr* and soon will have a direct link on the Start Menu.

International Program, Telemedicine brochures
Brochures describing the international services of the MGH, BWH, the Partners International Program and Partners Telemedicine Program now are available for physicians and others traveling abroad. To obtain copies, call the International Program at 4-6420.

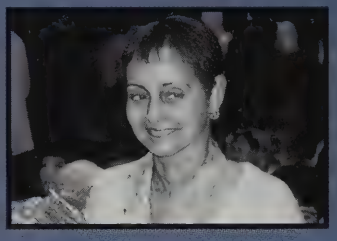
MGH valet program
A valet parking program provided by the MGH entrance ambassadors and parking staff in partnership with Valet Boston is available for MGH patients and visitors. The service operates from the ACC circle, Monday through Friday, 8 am to 6 pm, with a valet on duty until 8 pm to return cars. The fee is $3 plus the regular parking rates.

The valet program reports an average of 110 motor vehicles per day with the busiest days peaking Tuesday through Thursday. For questions, call David Ryan, manager of Police, Security, Parking and Commuter Services, at 4-3786.

Programs for cancer patients and families
The MGH Cancer Center Patient and Family Support Program will sponsor the following presentations next week in the Cancer Resource Room, Cox 1: "Exercise During and After Cancer Treatment," Aug. 17, 2 to 3 pm; "Relaxation and Visualization for Cancer Patients," noon to 1 pm; and "Care of the Spirit in Cancer Care," Aug. 20, noon to 1 pm. Registration is not required. For information, visit the Cancer Resource Room or call 4-1822.

North End nursing home expands services
The North End Community Nursing Home, located at 70 Fulton St., Boston, has expanded its services to provide intravenous therapies, such as antibiotics and fluids, to its patients. The nursing home is part of the North End Health Committee, Inc., which owns and operates the MGH-affiliated North End Community Health Center, 332 Hanover St. The nursing facility, which offers both short-term rehabilitative care and long-term residential care for elderly patients, is committed to residents of the neighborhood but does, however, accept individuals from other communities. For more information, call (617) 367-3750.

Schwartz Rounds discuss domestic violence
All MGH caregivers are invited to the Schwartz Center Rounds Aug. 28, noon to 1 pm, in the Walcott Conference Rooms. This month's discussion is entitled "The Cost and Consequences of Domestic Violence in Cancer Patients." Lunch will be served starting at 11:45 am. To register, call the MGH Thoracic Oncology Center at 4-6862.



Memorial service for MGH nurse

Stephanie Macaluso, RN, a clinical nurse specialist in the MGH Thoracic Surgical Service on Ellison 19, died July 26 after a long battle with cancer. Macaluso worked at the MGH for 25 years, also serving in the Thoracic Oncology Center on Cox 2.

Beloved as a compassionate caregiver and trusted and respected by colleagues, Macaluso was the first recipient of the Expertise in Clinical Practice Award in 1996, which recognizes clinicians in Patient Care Services whose practice is based on science, intuition, care and dedication. The award was renamed in her honor at the 1998 award ceremony held in June.

A memorial service will be held Sept. 23 in the O'Keeffe Auditorium, 12:30 to 1:30 pm. Donations can be sent to The Stephanie M. Macaluso, RN, Expertise in Clinical Practice Fund, c/o The MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114. For more information, contact Ruth Dempsey at 4-5910.

MASSACHUSETTS GENERAL HOSPITAL

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August 21, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH team performs minimally invasive kidney donation procedure

Earlier this month the MGH became the first hospital in Massachusetts, and probably the first in the region, to perform laparoscopic removal of a donated kidney. The new technique – called laparoscopic live donor nephrectomy – greatly reduces the discomfort and disability of those donating a kidney to a loved one. Donors are able to resume normal activities within two weeks of the operation, compared with a month or more for the traditional donor operation, a difference that could make it possible for more individuals to become donors.

The new program combines the skills of the hospital's transplantation team, which performs about 60 kidney transplants annually, with laparoscopic expertise developed within the Center for Innovative Minimally Invasive Therapy (CIMIT). The procedure is being carried out through the combined efforts of David Rattner, MD, clinical director of CIMIT; Dicken Ko, MD, of the Transplantation Unit; and Francis Delmonico, MD, director of the MGH Kidney Transplant Program, operating as a three-surgeon team.

John Pimentel, left, and Nany Letourneau

"Kidney transplants from living donors are more successful than those from cadaver donors," says Delmonico. "Furthermore, cadaver donations cannot keep pace with the number of patients waiting for a kidney. Living donors have become the source of renal transplants

(Continued on Page 2)

A tiny patient's journey home

Robert Insoft, MD, neonatologist and director of the MGH Pediatric Transport Program, took a special trip to California this July when he accompanied one of his tiniest patients, Zachary Bonney, back home. Since the infant's premature birth at the MGH July 1, Insoft's mission had been clear – to reunite Zachary with his parents.

Peggy Corliss,RN, checks on Zachary

While Candie and Mark Bonney were vacationing in the Boston area late in June, Candie developed complications in her pregnancy. She was admitted to the MGH and several days later went into labor, giving birth to twins, Zachary and Natalie – the latter who only survived eight hours. "The mother and father were devastated," recalls Insoft. "This made it all the more important to save Zachary and get him home."

Zachary, who was born 15 weeks early weighing only 26 ounces, was just about as small as a baby can be to survive, says Insoft. For the first 10 days of his life, Zachary's condition was precarious. With undeveloped lungs, he needed a high-frequency ventilator to breath. Other problems resulting from his premature birth led Zachary to the operating room for emergency heart and brain surgery.

After nearly a month in the MGH Neonatal Intensive Care Unit (NICU), Zachary finally was stable enough to manage the seven-hour flight home to Sacramento, where he would need to spend at least 10 to 12 more weeks in a hospital to complete his development.

On the day of Zachary's departure July 29, his primary nurse Peggy Corliss, RN, prepared him for his journey, monitoring his vital signs, packing his bag and collecting all his necessary charts and records. Crew members from Air Response, a medical flight company, transferred Zachary to a portable incubator called an

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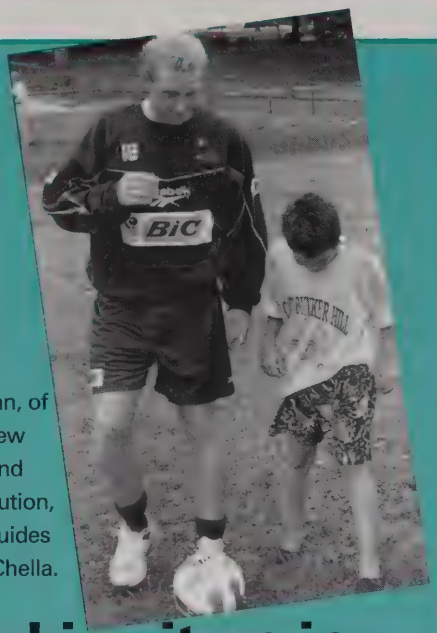


Paul Keegan, of the New England Revolution, *left*, guides Nick Chella.

Kicking it up in Charlestown

Dozens of campers at the MGH•Charlestown HealthCare Center's Camp Bunker Hill received an afternoon of professional soccer training courtesy of the New England Revolution, the region's Major League Soccer team. Despite unseasonably cool temperatures and an overcast sky, 22 campers and their counselors attended the "clinic" at Charlestown High School's athletic field. Coached by three Revolution players, campers divided into squads to learn basic techniques for passing, evasive action and ball control.

An MGH YouthCare Community Services program, Camp Bunker Hill is a seven-week therapeutic summer day camp serving up to 75 youngsters. For more than 25 years, the camp has provided a supportive and safe environment for children who may have had trouble functioning in traditional school settings.

"Since children enrolled at Camp Bunker Hill require extra structure and high staff-to-child ratios, they typically are not able to participate in traditional sports camps," said Scott McLeod, PhD, MGH psychologist and associate director of YouthCare and Community Services. "The soccer clinic is a wonderful opportunity for them not only to learn a new skill but also to learn it from professional players."

–Kidney donation procedure

(Continued from Page 1)

for 50 percent of our recipients, including donors unrelated to their recipients."

In the new procedure, surgeons make four tiny incisions in the donor's abdomen and side, through which a laparoscopic camera and tiny instruments are inserted to separate the kidney from its blood supply and disconnect the ureter, which carries urine to the bladder. After all connections are severed, the kidney is removed through a 2 ½-inch "bikini" incision in the lower abdomen.

The combined team performed the first MGH operation Aug. 4 and followed up with another Aug. 11. Both donors went home on the second day after surgery and experienced no problems or complications.

John Pimentel was the donor for the second operation, in which his kidney was transplanted into his sister, Nancy Letourneau. Two days after the surgery, Pimentel reported he only felt a little discomfort. His sister said: "I was so glad this was available for John; anything that reduced the inconvence for him sounded great to me."

Rattner explains: "Our transplant team wanted to bring this new benefit to their donor patients, and our laparoscopy group had the expertise and resources to bring that process along more quickly than it might have otherwise. It's a great example of the kind of teamwork CIMIT is built around."

"For some prospective donors, this option may make the difference between whether they can or cannot donate," adds Ko. "But the bottom line for us is giving our donors – healthy people who are giving a gift of life – the best chance of resuming their normal lives as quickly as possible." ●

The MGH and Revere residents battle substance abuse

Revere residents have identified drug and alcohol abuse in their community, particularly among young people, as one of their major concerns. To help address this issue, the MGH•Revere HealthCare Center and the MGH Community Benefit Program are working with the community to find solutions.

The MGH has formed the Revere Substance Abuse Coalition, comprised of police, health care workers, church leaders, business people, schools, city government, residents and others. The group recently devised a long-term plan for addressing drug and alcohol abuse, which was released earlier this month in Revere at National Night Out, an annual rally against crime and drugs held in towns across the country.

The plan includes setting up an information center, providing more after-school and recreational programs and developing a youth leadership institute.

The MGH Community Benefit Program has already placed a counselor at Revere High School and has funded community efforts to steer kids away from gangs, drugs and crime and to help build self-esteem in teen-age girls.

A substance abuse specialist also is available at the health center to assess kids and adults with alcohol or drug issues and make referrals.

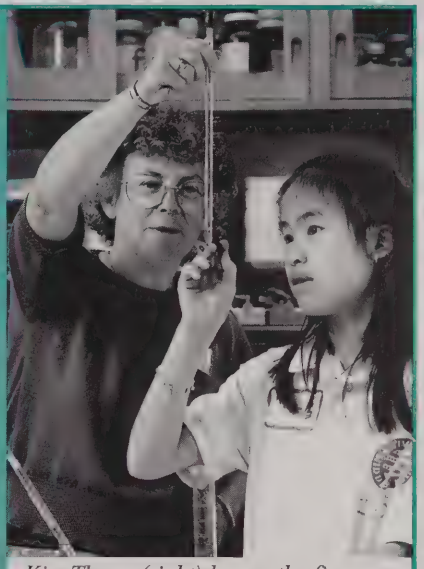
"As a health care provider in the community, we also have a role in trying to reduce the negative health impact of substance abuse," says Kitty Bowman, the substance abuse initiative director at the MGH•Revere HealthCare Center. ●

Mentors wanted for future scientists

The MGH/Timilty Partnership needs volunteers to serve as mentors for its Science Fair Mentoring Program. Representing a wide variety of MGH disciplines and departments, mentors are paired with Timilty Middle School students to help them develop original projects for the school science fair, with potential for further competition on city and statewide levels. Meeting every other Friday, October through January, mentors and students customarily establish a positive and mutually rewarding learning relationship.

Established in 1988, the Science Fair Mentoring Program forms the cornerstone of the MGH/Timilty Partnership's Science Connection Program, which is funded in part by a five-year grant from the Howard Hughes Medical Institute. Last year, mentored Timilty students placed first and third in the Boston Citywide Science Fair and second in the Massachusetts State Science Fair.

The program is open to interested staff from all departments. The Partnership provides mentor training and assistance. Recruitment forms and further information will be available Aug. 26 and Aug. 27 in the Main Corridor, 8:30 to 10:30 am, and at CNY, Building 149, across from the cafeteria, 11:30 am to 1:30 pm. For more information, contact the MGH/Timilty Partnership office at 4-3210.



Kim Thong (right) learns the finer points of pipetting with Karlotta Fitch, HT, of Neuropathology.

Provider Order Entry System begins implementation in September

Implementation of MGH's new Provider Order Entry system (POE) is scheduled to begin on the medical units in September. Physicians, nurses and other clinicians will use the new system to computerize all inpatient orders that typically would have been written in the paper medical record. The official medical record copy will be printed by Health Information Management upon the patient's departure.

Providing many new improvements in the clarity and consistency of patient orders, POE will allow clinicians to access information quickly, view new orders, print records at any time and search for patient details such as allergic reactions to medications. Pharmacy orders and radiology requisitions no longer will need to be faxed, as they will print automatically in the appropriate locations. Legibility issues also will be eliminated.

In addition, POE creates a computer system framework that will contribute to several of the MGH's Operations Improvement initiatives. Nurses, operations associates, physicians, therapists and others using POE will be trained to use the system two weeks prior to the unit's "live" implementation date. Training will take approximately 60 to 90 minutes. A POE support team, comprised of employees from Information Systems and Patient Care Services, will be available on each medical unit for two weeks after the "live" date to provide 24-hour computer assistance.

Medical units will be phased into the new system according to the following schedule:

Live support dates	Inpatient units
Sept. 29 to Oct. 12	Ellison 20, White 9 and 10
Oct. 13 to 26	Bigelow 9, Ellison 16 and White 8
Oct. 27 to Nov. 9	Ellison 9, Ellison 10 and 11
Nov 10 to 23	Bigelow 7 (currently Bigelow 11), Ellison 14 and 10
Dec 1 to 14	Blake 11, Endoscopy on Blake 4 and Dialysis on Bigelow 10

The system will be implemented on the surgical care units starting March 1999 and on the Pediatric and OB/GYN units in fall 1999. For more information about POE, contact Steve Cummings, manager for MGH Inpatient Clinical Systems, at 6-2765.

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

Earned time cash out

All MGH employees must use or cash out excess earned time by Sept. 26. The maximum amount of earned time employees can carry over into the next fiscal year is one time the annual accrual. For a full-time employee with less than five years service, the maximum is 232 hours. Employees may reduce their earned time balance either by taking time off or by cashing out. Employees can cash out one week of earned time once a year, provided they have a balance of five weeks remaining in their account. Any excess earned time not used or cashed out by Sept. 26 will be transferred to the extended sick leave account. For more information, employees should contact their Human Resource representatives.

Schwartz Center dinner

MGHers and employees throughout the Partners system are invited to the third annual dinner for the Kenneth B. Schwartz Center Oct. 13, at the Westin Hotel, Copley Place, Boston. The keynote speaker Jerome Groopman, MD, chief of the Division of Experimental Medicine, Beth Israel Deaconess Medical Center, and author of *The Measure of Our Days,* will discuss "The Intersection of Science and the Soul." A special guest appearance will be made by Keith Lockhart, conductor of the Boston Pops, and Lucia Lin, violinist, with the Boston Symphony Orchestra. The evening will begin with a reception at 5:30 pm followed by the dinner and program at 7 pm. A video highlighting last year's Schwartz Center activities also will be shown.

The Schwartz Center, established in 1995 in memory of former MGH patient Ken Schwartz, is dedicated to strengthening the relationship between patients and caregivers. To attend the event or for more information, call Sara Sewall at 4-9443.

Programs for cancer patients and families

The MGH Cancer Center Patient and Family Support Program will sponsor the following presentations in the Cancer Resource Room on Cox 1: "What To Expect From Treatment," Aug. 25, noon to 1 pm; and "Now That I Have Cancer, What Should I Eat?," Aug. 27, noon to 1 pm. Registration is not required. For information, visit the Cancer Resource Room or call 4-1822.

HR website

Human Resources (HR) has developed a new website – accessible through Partners workstations – to communicate to employees and staff. This resource provides useful information about benefits, services and programs available throughout MGH and Partners. The site can be accessed from the Start Menu (Start, Partners Applications, Utilities, Human Resources). A direct link to the MGH site is available at *is.partners.org/hr/affiliates/mgh/index.html.* The HR home page and Partners site can be visited at *is.partners.org/hr.*

Walk for diabetes

Join MGHers and employees from BWH and other Partners affiliates in the 5K Walk to Cure Diabetes Sept. 13, 1 pm, at the Hatch Shell on the Esplanade. Partners is a corporate sponsor of the walk, which benefits the Juvenile Diabetes Foundation. Registration begins at noon near the starting line. For those interested in walking or sponsoring a walker, contact Sharon Stade in the MGH Development Office at 4-6435.

Workshop for clinical coordinators

The Clinical Research Program (CRP) will sponsor the workshop "Time Management for Entry-Level Coordinators in Clinical Trials, Phase II/III" Sept. 8, 1 to 5 pm, in the Burr 5 and 6 Conference Rooms. The course, designed for clinical research coordinators with three to six months experience, will develop skills necessary for managing clinical trials, including prioritizing demands and facilitating effective and timely responses. The discussion will emphasize MGH processes. CEUs are pending. Registration is required. To register or for more information, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 6-3310.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

– *A tiny patient's journey home*

(Continued from Page 1)

isolette and brought him via ambulance to Logan airport, where he boarded a jet equipped with life support systems.

Insoft, who stayed by the side of his little patient from the door of the NICU to the door of Sutter Memorial Hospital in California, declares the transport a success. "This was really a team effort; everyone participated in getting Zachary home."

Zachary's parents met him with tears of joy, says Insoft. "This is the best outcome we could have ever expected," he adds.

Insoft reports that Zachary is making good progress. Gaining weight and breathing on his own, he is expected to be in the hospital another two to two and a half months. ●

August 28, 1998

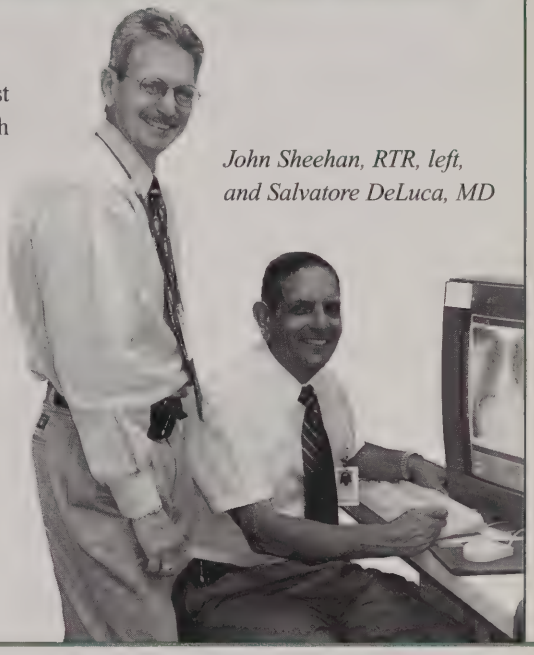
MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

New technology speeds radiology results

When Sheila Desmond, MD, of MGH•Chelsea HealthCare Center's Pediatric Medicine Department, recently needed the results of her patient's X-ray films after the center had closed for the day, all she needed to do was click the right button of her computer's mouse. Thanks to an initiative that was recently inaugurated at MGH•Chelsea and MGH•Revere, images from X-rays and other radiological exams are now available on-line. Using the system, which eventually will be available Partnerswide, radiologists and physicians can examine images on computer monitors without the need for traditional X-ray film.

In the past, when an on-site radiologist was not available, X-ray studies for health center patients had to be processed onto film and sent to the MGH by taxi to be read by a main-campus radiologist, a process that could take several hours. With the new filmless radiology system, X-ray images can be transferred by telephone lines to a central location at the main campus and automatically downloaded to a designated Partners computer workstation, where a radiologist with authorized access can view the images and interpret them in a more timely manner. The new system allows *(Continued on Page 2)*



John Sheehan, RTR, left, and Salvatore DeLuca, MD

ADVANCES

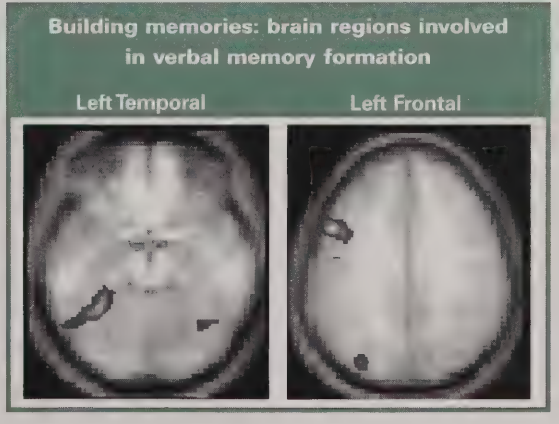
Imaging studies reveal process of verbal memory formation

The birth of a memory — the split second when the human brain encodes an event for future reference — has been captured through sophisticated neuroimaging and used to predict accurately whether a specific experience will later be remembered or forgotten, according to a study in the Aug. 21 issue of *Science.* The research by scientists at the MGH-NMR Center and colleagues at Washington University in St. Louis and Harvard University showed that the level of activity in certain brain structures involved in processing verbal information can predict whether that information will be retained in memory.

"This is the first time we've been able to peer inside someone's brain and predict on average whether or not they will remember what they are now experiencing," says Randy Buckner, PhD, the article's senior author. Affiliated with the MGH-NMR Center, Buckner also is a member of the Psychology Department at Washington University. Anthony Wagner, PhD, a postdoctoral research fellow at the MGH-NMR Center, spearheaded the research and is the article's first author.

The study used functional magnetic resonance imaging (fMRI) to gauge brain activity during verbal tasks by measuring small but significant differences in blood flow to key regions. To identify structures associated with memory formation, the researchers took advantage of a refinement in the fMRI technique developed by Buckner and Anders Dale, PhD, of the MGH-NMR Center, which can capture images of brain activity in intervals as short as 30 milliseconds.

Building memories: brain regions involved in verbal memory formation



Study participants watched a rapidly changing series of images — some words, some nonverbal images — while in the MR scanner and were later questioned regarding which words they remembered seeing during the test. When the researchers compared the level of brain activity during the processing of words that were remembered to the activity for words later forgotten, they found that increased activity in specific structures in the left frontal and temporal lobes could predict whether participants would accurately and confidently remember a word seen in the scanner.

Other MGH co-authors of the paper were Michael Rotte, MD, and Bruce Rosen, MD, of the NMR Center.

— Radiology

(Continued from Page 1)

Desmond and other providers to receive results quickly to make the next decision in their patients' care.

"Not only are we able to save time by using the filmless system, but we also are able to deliver more efficient care to our patients and increase our access to consultation with the MGH radiologists, particularly outside the center's normal hours," says Salvatore DeLuca, MD, section head of Radiology at MGH•Chelsea. "This makes a big difference in the way our patients receive care."

According to John Sheehan, RTR, operations manager for Radiology at MGH•Chelsea, this system saves film processing time, reduces environmental waste and supply costs as well as radiation exposure to patients. Radiologists also can manipulate the actual X-ray image. "With the click of a mouse button, a radiologist can change the contrast and density of the image for better visualization of the anatomy," says Sheehan. This ability to change the image can improve the diagnostic quality of a sub-optimal image, eliminating the need for repeated exams and inconvenience to patients. Radiologists and other clinicians also have computerized access to patients' previous images to compare with the most recent image.

DeLuca, as well as other radiologists, also are using the MGH Radiology Department's MedSpeak voice recognition system, which allows reports to be dictated directly to the PCIS system by merely speaking into a microphone, rather than going through the transcription services.

MGH•Chelsea and MGH•Revere are the first two pilot sites to use the filmless system, with additional MGH sites and locations at BWH and The North Shore Medical Center to be added next year. Keith J. Dreyer, MD, PhD, vice chairman of MGH Radiology Computing and Information Systems, spearheaded the filmless radiology initiative along with James Thrall, MD, chief of Radiology. The filmless radiology system also is a part of the MGH Operations Improvement effort.

Dreyer says that using the system Partnerswide will save the affiliated hospitals time and money and, most important, will increase the quality of patient care. "Using this cutting-edge imaging technology, coupled with voice recognition, we will dramatically change the way clinicians practice," he says. "It ultimately will improve the way we deliver care to our patients." ●

MGH radiology construction under way

The MGH Radiology Department has been hammering away at important work this summer, as its second-floor areas in the White, Ellison and Blake buildings undergo major construction. Renovations, which have been under way since early spring, will be ongoing through January 2000. Additional construction also is being planned for the future.

According to James Thrall, MD, chief of Radiology, the space is being updated to accommodate today's patient and technological needs — demands that no longer can be met by the existing facilities and structures. "The new design will create an environment more suitable to the privacy and dignity of patients undergoing radiological imaging," he says, "as well as support modern, high-tech equipment."

The plan features separate suites for nuclear medicine, GI/GU/chest, ultrasound and MRI. The suites are modeled to match the functionality and patient focus of the Blake 2 CT scan suite, which has been in place for two years. Each new suite will include patient areas for receiving, preparation and recovery as well as male and female changing areas and waiting rooms for gowned patients. Patients no longer will have to wait in the central halls for procedures.

The new area also will have the capacity to house more equipment, including the addition of two MRI magnets on Ellison 2 and a second CT scanner in Emergency Radiology. Radiologists, referring physicians and other technical and support staff will be able to consult and review images in a large new centralized interpretation area. Circulation through the department also will improve, as separate pathways are established for the use of patients and radiology staff. Elements, such as colored floor tile to assist patients to the appropriate reception areas, will facilitate navigation through the department. A new decor also will create a more relaxed atmosphere for patients and their families.

Patrick Jordan, administrative director of Radiology, says the project dovetails with MGH Operations Improvement initiatives to enhance the delivery of cost-efficient, patient-focused care. "The space plan will improve the quality, appearance and function of the existing space as well as enhance the patient's overall MGH experience," he says.

Partners signs agreement with Martha's Vineyard Hospital

Partners HealthCare System recently signed an agreement with Martha's Vineyard Hospital that paves the way for the organizations to work together to augment and improve health care services for Martha's Vineyard Hospital's patients.

The agreement is an expansion of existing links between Martha's Vineyard Hospital and the MGH and BWH. The agreement does not specify particular areas of medical care on which to collaborate, but it is expected that in the coming months the hospitals will identify areas in which to work together.

The hospitals expect to develop improved transfer systems for patients who require tertiary care off-island at the MGH or BWH. Both hospitals also expect to support Martha's Vineyard Hospital doctors by providing specialty medical services on the island, as requested. In addition, the organizations expect to work together to improve continuing medical education programs for Martha's Vineyard Hospital doctors and staff.

Two early results of this affiliation include the provision of radiology coverage by the MGH to Martha's Vineyard Hospital and a general surgery rotation for some of the MGH surgical residents at Martha's Vineyard Hospital.

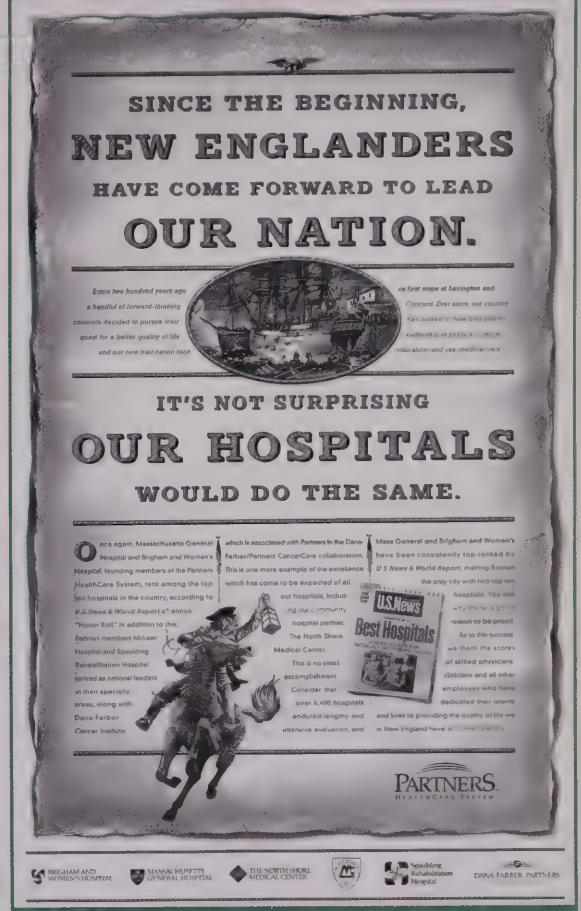
AMMP helping scholars soar

MGHer Margarida Martins, a patient care associate on Blake 11, was one of five Partners-affiliated employees to receive scholarships from the Association of Multicultural Members of Partners (AMMP) at an award luncheon Aug. 20. The $1,000 awards assist minority employees in furthering their education.

George Kaye, corporate director of Partners Learning and Diversity, joined AMMP leadership and friends in congratulating the scholars at last week's event. "Education is so essential for everything we want to do for ourselves and our children," Kaye said. " You are leading the way for us as role models by continuing your studies."

Martins will use the money to help pursue a nursing degree at Quincy College. The other recipients are Edward Ch[illegible] and Pearl Yazbek of BWH and Helen Witherspoon and Apari[illegible]kala of Partners. ●

Darnell Williams, chair of AMMP, left, and George Kaye, corporate director of Partners Learning and Diversity, right, present Martins with her $1,000 scholarship.



Partners hospitals in the spotlight

Partners HealthCare System ran the above ad in the Aug. 25 issue of *The Boston Globe*, highlighting the placement of Partners-affiliated hospitals in the U.S. News & World Report "Honor Roll." Scholarships awarded to MGHers will run in The Boston Globe Sept. 1 and 2.

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MGH HOTLINE

WHAT'S HAPPENING

Partners in Excellence Awards

Nominations for the 1998 Partners in Excellence Award, which recognizes individuals and teams for exemplary contributions to Partners, are available through departmental supervisors. Nomination forms, which are due Sept. 18, may be submitted via in-house mail to the Partners in Excellence Program, Learning and Diversity, Charles River Plaza, or by fax at 4-0931. For more information, call 6-2230.

Nomination forms also will be available through the Partners network beginning Sept. 4 at *http://is.partners.org/hr/employee/pep.html.*

MGH•Charlestown turns 30

MGH•Charlestown HealthCare Center will celebrate its 30th anniversary in conjunction with National Health Center Week Sept. 13 to 19. The health center will sponsor several festivities for the community. "A Festival: Celebrating 30 years of community health," Sept. 13, 1 to 4 pm, will feature family activities such as face painting, a doll and stuffed animal clinic, bike safety checks, music, raffles and health screenings. "Tea at 2 — a traditional tea time toast to Charlestown seniors," Sept. 15, 2 to 4 pm, welcomes all senior citizens. Those interested in attending should register at 4-2074. "Lifestyles of the Fit and Fabulous — a HealthSpeak discussion" will take place Sept. 17, 6 to 8 pm. Heather Sung, MD, will discuss living a healthier lifestyle and Todd English, chef and owner of Olives Restaurant, will give a presentation about low-fat cooking. All activities are free and open to the public and will be held at the MGH•Charlestown HealthCare Center, 73 High St., Charlestown. For more information, call 4-8197.

Complementary medicine

MGH Women's Health Associates and the Kenneth B. Schwartz Center will sponsor a series of educational programs for clinicians about complementary medicine approaches in the care of patients. The first program — "Mind-Body Approaches," focusing on relaxation response, meditation and hypnosis" — will take place Sept. 10, noon to 1 pm, in the Wellman Conference Room. Kathleen Ulman, PhD, and Owen Surman, MD, of MGH Psychiatry, will speak. Lunch will be provided.

Movement therapy, massage and acupuncture are among several other methods to be discussed in future programs.

To attend or for more information, contact the Schwartz Center RSVP line by calling 4-5001, enter mailbox number 136-4479 and press the pound (#) sign.

Design Center supports MGH breast cancer services

Proceeds from the Boston Design Center's open house, to be held Sept. 12, 10 am to 4 pm, will help benefit MGH breast cancer services. The public will have the opportunity to tour the Design Center — located in Boston near the World Trade Center — and its many showrooms of fine home furnishings. The MGH Wall of Hope, an inspirational pictorial exhibit of cancer survivors, and posters describing MGH services will be displayed. Tickets cost $20. For advance reservations, which require pre-payment by Sept. 4, call the Boston Design Center at (617) 338-6785 or pick up an invitation at the MGH Gillette Center reception desk on Cox 1. Depending upon availability, admission also may be offered at the door the day of the event. For more information, call the MGH Development Office at 4-2818.

Upcoming CRP courses

Clinical research planning for fellows

The Clinical Research Program will sponsor a "Fellows' Seminar Series" offering clinical research career planning to MGH clinical fellows Sept. 14, 5 to 6 pm. For more information or to attend, call the CRP Education Unit at 6-1669, leaving name and telephone number.

Scientific writing course

The Clinical Research Program and the Department of Psychiatry will offer "Scientific Writing," a four-session course Oct. 7, 14, 21 and 28, 4 to 5 pm, in the O'Keeffe Auditorium. For course description and registration, visit the CRP website at *www.crnet.mgh.harvard.edu* or call the CRP Education Unit at 6-1669.

MGH Missing Links bikes for multiple sclerosis

The MGH Missing Links Cycling Team recently hit the roads to raise money for the National Multiple Sclerosis (MS) Society at the Great Mass. Getaway cycling tour — a 150-mile, two-day bike ride. Once pledges are received, the team will have raised approximately $23,000 to fight MS.

For more information about Missing Links, contact Sam Roberts at 4-1755 or via e-mail at *roberts@gateway.net.*

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

September 4, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Gene causes two types of MD

An international research team based at the MGH has discovered a gene that, when mutated, causes two types of muscular dystrophy. The gene, found on chromosome 2, codes for a novel protein called dysferlin, produced in skeletal muscles. Mutations in dysferlin were seen in several families in which members had either Miyoshi myopathy, a very rare muscle disorder, or one form of limb girdle muscular dystrophy, a more common condition. The report appears in the September issue of *Nature Genetics.*

Robert Brown Jr., MD

"It's an interesting twist that this gene is associated with two forms of muscular dystrophy," says Robert Brown Jr., MD, director of the Day Neuromuscular Research Laboratory at the MGH and leader of the study. "We started working on what we thought was a very rare, orphan disease and found that our work also applied to a more abundant form. It appears that 5 to 10 percent of cases of muscular dystrophy may result from mutations in this gene." He adds that identifying the gene will help improve diagnosis of these particular disorders and eventually could lead to treatment methods that address specific muscle defects.

The current discovery caps a process that began 15 years ago when Brown met with members of a family affected by an

(Continued on Page 3)

Care across the miles

Mina Poyraz, a young girl from Istanbul, Turkey, should not have had much to worry about at the tender age of 6. She was worried, however, and so were her family and her physicians.

Mina was diagnosed earlier this year with patent ductus arteriosus (PDA), a congenital condition characterized by an abnormal connection between the major arteries leaving the heart. This connection, which usually closes soon after birth, can be a source of infection or excessive strain on the heart.

Mina's physicians in Turkey contacted the MGH through the Partners Center for Clinical Telemedicine to consult with Richard Liberthson, MD, a cardiologist specializing in congenital heart disease. Mina's medical records were transferred to the MGH via fax — the most basic form of telemedicine. Liberthson concurred with Mina's physicians that a relatively simple coil catheter procedure would close the arterial connection, avoiding any surgery or later complications. At the request of the family and her physicians, Mina came to the MGH to have the procedure performed by Michael de Moor, MD, chief of the MGH Pediatric Cardiology Unit.

Aysin Poyraz, Mina's mother, worked closely with Partners Telemedicine staff to have all of Mina's records and exams sent to Liberthson and de Moor. Kathleen Kelleher of Partners Telemedicine was a liaison between the MGH clinicians and Mina's physicians in Turkey. "Even though we used telemedicine in its most basic form in Mina's case, this illustrates

(Continued on Page 2)

Michael de Moor, MD, left, Mina Poyraz and Richard Liberthson, MD

Ballet benefits Angel Fund

The world renowned dance troupe Les Ballets de Monte Carlo will shine the spotlight on MGH's Angel Fund at its Sept. 30 Boston performance. As the dancers take the stage, a portion of the evening's revenue will be donated to the fund, which supports research into ALS (Lou Gehrig's disease) at the MGH.

The fund is named after "angel of inspiration" Ginny Delvecchio, who was an ALS patient at the MGH until her death Aug. 10. The money benefits the MGH Day Neuromuscular Lab and the work of its director, Robert Brown Jr., MD, who was Delvecchio's neurologist. Established last October, the fund evolved from the Ginny Delvecchio Fund, which began several years earlier.

Paul Delvecchio, Ginny's husband and executive director of the fund, says that events such as the ballet contribute to the fund's mission. "Awareness gets us money, money gets us research and research gets us a cure," he says. "We want to stop this devastating disease."

The Angel Fund benefit will be the first of Les Ballets de Monte Carlo's five Boston performances. The Sept. 30 program, which will include a medley of dance pieces, such as "Theme and Four Variations," will take place 7 pm, at the New Copley Theatre, 225 Clarendon St., Boston. Tickets cost $65. To purchase tickets, call Debra DiGregorio at 6-5750; the Angel Fund line at (781) 729-7999; or the New Copley Theatre box office at (617) 266-7262. For group sales of 10 or more, call (800) 779-1087.

– Across the miles

(Continued from Page 1)

the promise that technological advances offer in terms of patient care, physician interaction and clinical knowledge sharing throughout the world," says Joseph Kvedar, MD, director of Partners Telemedicine.

When Mina arrived at the MGH with her mother and her aunt, the family was greeted by International Patient Center staff members, who provide nonclinical support to patients from other countries and cultures. Staff member Ayse Taciroglu, also from Turkey, helped the Poyraz family adapt to the Boston area during their short stay. Taciroglu helped them find local housing and assisted them with transportation to and from the hospital. The center staff also helps international patients with payment plans, currency exchange and other services.

On Mina's third day in Boston, she underwent the coil catheter procedure. Through a catheter inserted into a blood vessel in her groin, a miniscule coil was passed up through the heart to the connection between the arteries. The coil was then positioned to close the connection. Mina was discharged the following day with only a small bandage to show for her hospital stay.

Before heading home to Turkey, Mina and her family came back for a final follow-up exam. Mina's echocardiogram, performed by Mary Etta King, MD, director of Pediatric Echocardiography, indicated that the procedure was successful.

Mina's mother attributed her daughter's excellent outcome and their positive experience to the teamwork of Mina's physicians and nursing staff, Partners Telemedicine and the International Patient Center. "We are very happy that we came here," says Poyraz. "Everyone was so nice and cooperative. The staff made us feel right at home."

According to Liberthson, Mina should not require any surgery or follow-up care for her heart. "Mina is well on her way to returning to her normal life as a healthy and happy little girl," he says. ●

Partnerswide therapy services host education events

Leadership from occupational, physical and speech therapy services have been hosting educational events throughout the Partners network to increase communication and discuss current issues and practices.

"It is important for our therapists collectively to investigate the types of therapy services that are provided across Partners and discuss the direction we should take to provide the highest quality of patient care," says Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse.

The most recent event, at Spaulding Rehabilitation Hospital, was held to discuss current practice issues in speech language pathology. The next educational event, focusing on occupational therapy, will take place in the fall.

From left, Jeanne Clifford, PT, MS, OCS, of MGH Physical Therapy; Janice McInnes, PT, MPH, of BWH and Marie Winston, PT, MS, of Spaulding Hospital at a recent physical therapy educational event.

PARTNERS™
HEALTHCARE SYSTEM

1998 PARTNERS IN EXCELLENCE AWARD

Thanks to you and your colleagues throughout Partners, great gains have been made during the nearly five years of our partnership. Looking back on 1998, all of us can be proud of the accomplishments of Partners HealthCare System:

- MGH and BWH continue to be ranked on the top ten honor roll by *U.S. News & World Report*, with McLean, Spaulding and our joint venture partner Dana-Farber also ranking among the top hospitals in their specialties;
- Partners has made significant progress developing a network of physicians throughout Eastern Massachusetts, and there are now 900 physicians in the PCHI network. Partners has also signed agreements that could pave the way for Newton-Wellesley and Faulkner Hospitals to join the Partners network;
- Among independent hospitals, MGH and BWH continue to be the top two recipients nationally of NIH funding, while McLean Hospital is the top recipient among private psychiatric hospitals. Partners research activity grew to a record $392 M in 1997, with more than $1 billion in commitments for future research already secured;
- Partners has made progress in integrating its residency and fellowship programs. Our teaching programs continue to attract only the very best candidates;
- Patient care volumes are strong. Admissions to Partners acute hospitals grew 3 percent last year and were up an additional 2.6 percent halfway through this year; and
- The Partners commitment to the community remains strong. Partners invests $100 million each year in community benefit programs and serves 50,000 uninsured or Medicaid patients a year.

To acknowledge and celebrate these strong accomplishments, we are continuing the tradition we began in 1996 with the ***Partners In Excellence Award*** program. The program recognizes individuals and teams at all levels of Partners for their "above and beyond the call of duty" contributions that have helped us achieve so much progress. All employees, including medical staff, are eligible. ***Partners In Excellence*** ceremonies will be held to honor recipients and thank all employees beginning the week of December 7, 1998.

Nominations are based on accomplishments "above and beyond the call of duty" in the following award categories:

- **Quality Treatment and Service**
  (includes patient care, respect for individuals, customer focus, etc.)
- **Leadership and Innovation**
  (in patient care, teaching, research, management, etc.)
- **Teamwork**
- **Operational Efficiency**
- **Outstanding Community Contributions**

Accomplishments in these areas have been central to the continuing excellence of Partners and all its affiliates. Working together, we continue to build one of the nation's premier health care delivery systems. ***The Partners In Excellence Award*** is designed to spotlight those individuals and groups whose high standards inspire each of us and whose accomplishments enable Partners to provide the highest levels of service and care to the citizens of New England and the world.

N O M I N A T I O N F O R M

PARTNERS HEALTHCARE SYSTEM

THE PARTNERS IN EXCELLENCE AWARD

Exemplary accomplishments at all levels of the Partners HealthCare System contribute to our ability to build a strong, viable and customer-focused organization. Because of the "above and beyond the call of duty" contributions to Partners' accomplishments, I would like to nominate:

NAME OF INDIVIDUAL BEING NOMINATED: *(Please write legibly)* _____

DEPARTMENT: _____ EMPLOYEE I.D.# *(if known)* _____

TEAM NAME: _____

NAME OF TEAM LEADER(S): (1) _____ (2) _____
(See attached form to list individual team members - Required)

ORGANIZATION OF INDIVIDUAL OR TEAM: _____

DESCRIPTION OF ACCOMPLISHMENT(S) : Please describe the reason for the nomination on the back of this form, in no more than 400 words, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency.

AWARD CATEGORIES: ***(Please check only <u>one</u> category per nomination)***

- ❑ Quality Treatment and Service
  (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation
  (in patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

CRITERIA:
The ***Partners In Excellence Award*** recognizes individuals or teams who have made significant contributions to Partners in the areas of quality treatment and service, leadership and innovation, teamwork, operational efficiency or outstanding community contributions.

All employees in good standing, including medical staff, who work within the Partners HealthCare System and its affiliates, are eligible to receive a ***Partners In Excellence Award.*** Any employee may nominate any other employee with one exception: Senior management is not eligible for nomination.

Committees will be convened at each Partners entity to review nominations from their organizations. The committees will select and recommend individuals and teams for a ***Partners In Excellence Award.***

The individual(s) nominating an individual or team should provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

PLEASE USE ATTACHED FORM TO WRITE DESCRIPTION

1998 Partners In Excellence Award

Written description should be no more than 400 words.

*(**Please write legibly**)*

NOMINATED BY _____ EMPLOYEE I.D.#: *(If known)* _____

TITLE/DEPARTMENT: _____

INSTITUTION: _____

DATE: _____ TELEPHONE NUMBER: (____) _____

1998 APPLICATIONS SHOULD BE SUBMITTED BY SEPTEMBER 18, 1998 TO: *Partners in Excellence Award,* Partners HealthCare System, Partners Learning and Diversity, Charles River Plaza, 185 Cambridge Street, Boston, MA 02114-2705 or fax to: (617) 724-0931.

If you have questions, contact Partners Learning and Diversity (617) 726-2230.

N O M I N A T I O N F O R M

PARTNERS HEALTHCARE SYSTEM

1998 Partners In Excellence Award

TEAM NAME: _____

TEAM LEADER(S): (1) _____ (2) _____

NAME OF INDIVIDUAL TEAM MEMBERS: (Required)	Organization	*For Administrative Use Only* EMPLOYEE I.D. #

MGH launches Transitional Care Program

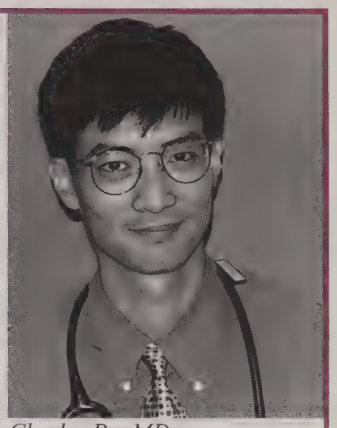
The MGH Geriatrics Unit, the Adult Medicine Department at the MGH•Chelsea HealthCare Center and the Operations Improvement nonacute care team recently inaugurated a pilot program that will help facilitate the transfer and management of MGH patients who require short-term stays at skilled nursing facilities.

Directed by Charles Pu, MD, the Transitional Care Program will provide a system for MGH physicians to follow their patients in a skilled nursing setting. Pu is supported by Lynne Brodsky, MD, and Terry O'Malley, MD, of MGH•Chelsea, as well as geriatric adult nurse practitioners Alice Chaput, RN, and Maureen Picard, RN.

In this pilot program, the Transitional Care team sees patients at skilled nursing facilities such as EastPointe and On Broadway in Chelsea; Don Orione in East Boston; and Lighthouse in Revere.

The Transitional Care team collaborates with the MGH case management staff to identify patients who should be cared for in a skilled nursing setting and ensure their timely transfer. Pu and his colleagues work closely with patients and their families to answer questions and discuss treatment plans. The team also is available to MGH clinicians for consultations about patients before and after transfers are made.

At first the program will concentrate on patients going to EastPointe, which receives about half of its admissions from the MGH. Coverage at the other facilities will be provided on a volume-permitting basis.



Charles Pu, MD

"The Transitional Care Program is a natural extension of the MGH Geriatrics Unit and of the acute care environment," says Pu. "It is an important and effective way of closing the medical loop for our frail elderly patients and an enormous asset to the hospital under managed care."

For more information, contact Pu at (617) 877-4615.

MD gene

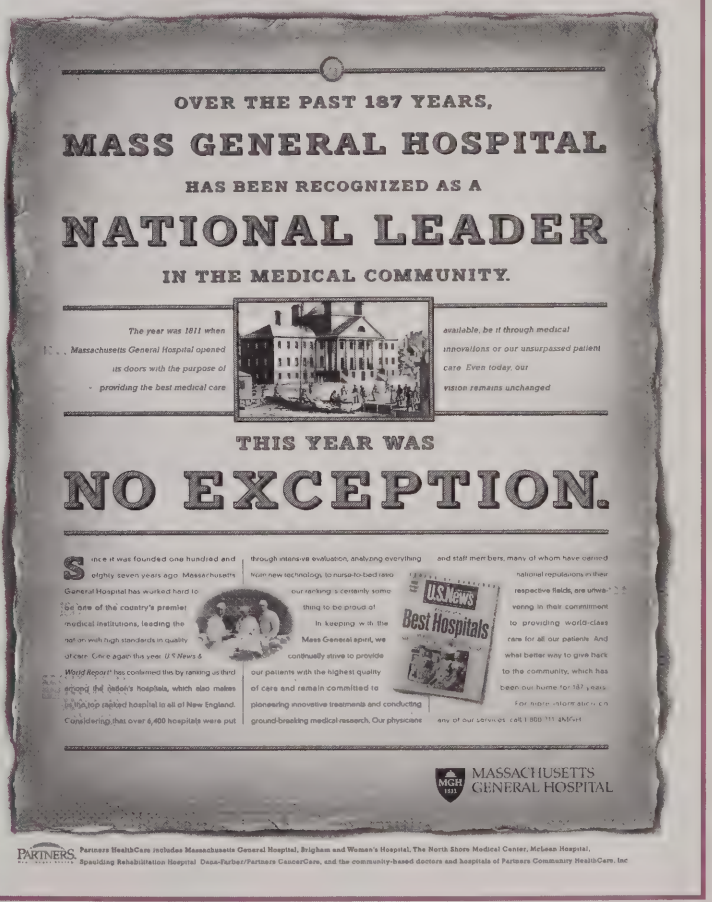
(Continued from Page 1)

unusual muscle disorder the researchers named "Miyoshi myopathy," after the Japanese professor who originally described a similar condition.

Because the disorder was so rare, Brown's team worked with collaborators from around the world to search for other families with the same problem. Eventually the project included researchers from Spain, France, Italy, Tunisia, Saudi Arabia, Canada and Japan, as well as from other US institutions. The first author on the current paper is Jing Liu, PhD, formerly of Brown's lab and now with the Phage Tech Company of Montreal. ●

MGH: a national leader

The ad at right, featuring the MGH's recent ranking in the *US News & World Report's* honor roll of top hospitals, was seen by *Boston Globe* readers this week. The ad highlights the hospital's historical commitment to providing the highest quality of patient care while conducting groundbreaking medical research. Similar ads featuring other Partners institutions can be seen in *The Boston Globe* during September.



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MGH HOTLINE

WHAT'S HAPPENING

MGPO meeting

All MGPO physicians and employees are invited to attend the MGPO fourth quarter staff meeting, Sept. 16, 5 to 6:30 pm in the O'Keeffe Auditorium. Speakers will include W. Gerald Austen, MD, chairman and CEO of the MGPO; Daniel Ginsburg, MGPO president and chief operating officer; and Samuel O. Thier, MD, president and CEO of Partners. The meeting will focus on Partners strategy. For more information, call 4-9080.

New lab requisitions

New requisition forms for ordering outpatient laboratory services from MGH main campus labs will be distributed to all physician practices during the week of Sept. 14. Two forms — one for the main labs and the other for specialty labs — will replace the more than one dozen forms currently in use, helping streamline processes for providers and facilitate medical documentation required for billing. For more information, call Ann Bitzer at 4-2107 or Kim Clarke at 4-3312.

Free diabetes screening

The Diabetes Prevention Program (DPP) at the MGH will hold a free blood sugar screening for employees and visitors Sept. 9, 7 to 11 am, in the Central Lobby. Those planning to participate should avoid eating or drinking anything but water for 4 to 12 hours before the test. Participants will learn more about the DPP and its six-year study on diabetes prevention. For more information, call 4-3197.

Walk to Cure Diabetes

Join MGHers and employees from BWH and other Partners affiliates in the 5K Walk to Cure Diabetes Sept. 13, 1 pm, at the Hatch Shell on the Esplanade. Partners is a corporate sponsor of the walk, which benefits the Juvenile Diabetes Foundation. Registration begins at noon near the starting line. For those interested in walking or sponsoring a walker, contact Sharon Stade in the MGH Development Office at 4-6435.

Peripheral vascular disease screening

The MGH Vascular Radiology and Vascular Surgery departments will host a Peripheral Vascular Disease (PVD) leg screening Sept. 28, 9 am to 3 pm, in the Wellman Conference Room. For people who suffer from leg pain, the screening will help determine their risk for PVD, which is common among people over the age of 50, those who have diabetes, smoke or have high blood pressure or cholesterol levels. The screening is part of the Legs for Life national screening program, sponsored by the Society of Cardiovascular and Interventional Radiology. For more information or to register, call 4-7124.

Spaulding employee appreciation day

Spaulding will celebrate its first employee appreciation day and cultural fair with foods, crafts, music and dance Sept. 10, noon to 6 pm, at its waterfront area, 125 Nashua St. All are welcome. For information, call Steven Patrick at (617) 573-2921.

Programs for cancer patients

The MGH Cancer Center Patient and Family Support Program will sponsor the following programs, noon to 1 pm, in the Cancer Resource Room, Cox 1: "Sexuality and the Cancer Experience," Sept. 9, and "Now That I Have Cancer, What Should I Eat?" Sept. 10. Admission is free and open to all. For information, visit the Cancer Resource Room or call 4-1822.

Bowling League

The MGH/BWH Bowling League welcomes all Partners-affiliated employees to join its winter season. Games take place every Thursday, beginning Sept. 10, 5:15 pm, at the Ryan Family Center, at the corner of Landsdown Street and Brookline Avenue, Boston. For more information, call 6-4393.

MGH physician speaks to The Wellness Community

Michael Seiden, MD, deputy chief of MGH Hematology/Oncology, recently spoke to a gathering of cancer patients and their families at The Wellness Community in Newton about the recent media coverage of new cancer drugs. By clarifying some common misconceptions, Seiden provided a better understanding of what this new information means to cancer patients and their families. The Wellness Community provides free support groups and educational programs for cancer patients and their loved ones.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

September 11, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

OB anesthesiology brings comfort

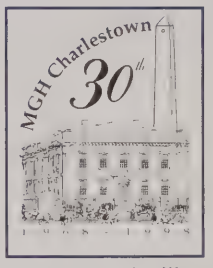
With a record of 245 deliveries, August was the busiest month ever for the MGH Vincent Obstetrics Service. Keeping up with that pace requires the teamwork of many MGH staff. Among this team is a group of anesthesiologists who provide their distinctive brand of care to help patients have the best delivery experiences possible.

Marianna Crowley, MD, director of MGH OB Anesthesiology, says she considers it a privilege to be involved in a birth. "Once a woman chooses anesthesia, the challenge is to provide her with the most comfortable labor conditions we can give," she says, "while also keeping her and her baby safe."

The MGH OB Anesthesiology Division was born when the hospital established the Vincent Obstetrics Service nearly four years ago. The group of anesthesiologists who comprise the division make it their business to meet with each *(Continued on Page 3)*

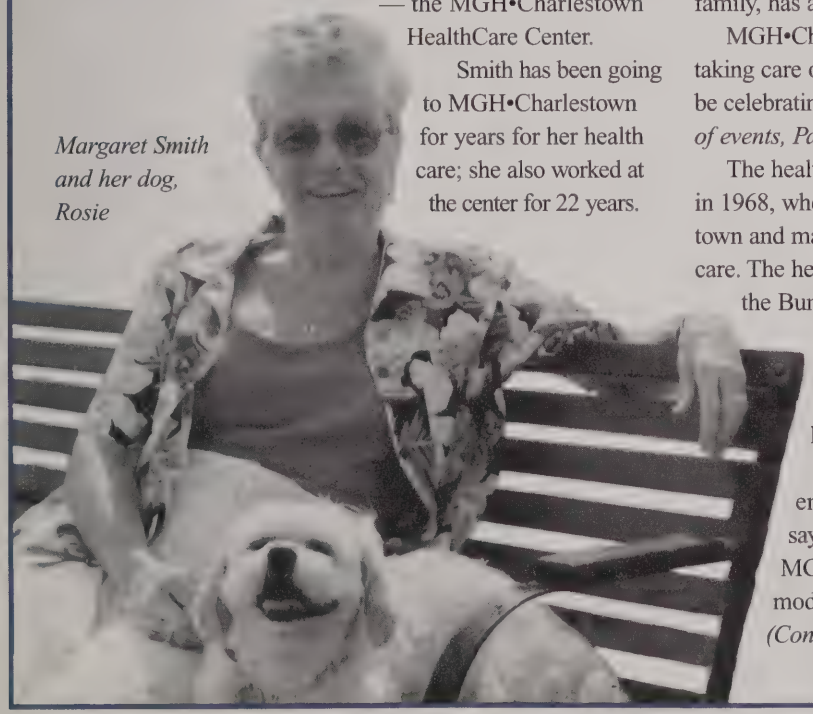
"ONCE A WOMAN CHOOSES ANESTHESIA, THE CHALLENGE IS TO PROVIDE HER WITH THE MOST COMFORTABLE LABOR CONDITIONS WE CAN GIVE, WHILE ALSO KEEPING HER AND HER BABY SAFE."

MGH•Charlestown HealthCare Center turns 30



Supervising the health care needs of six children is no easy task. From bumps and scrapes to physicals and immunizations, Margaret Smith had her hands full. But there was one place to which she could turn over the years — the MGH•Charlestown HealthCare Center.

Smith has been going to MGH•Charlestown for years for her health care; she also worked at the center for 22 years.



Margaret Smith and her dog, Rosie

"I loved my job taking care of the people that I knew in town," says Smith. "But most important, the health center staff, who were like a family, has always been there for me."

MGH•Charlestown, which has been taking care of families like the Smiths for 30 years, and will be celebrating its anniversary Sept. 13 to 18. *(See schedule of events, Page 4.)*

The health center was exactly what Charlestown needed in 1968, when only two physicians were available in the town and many residents had few choices for their medical care. The health center opened in September of that year as the Bunker Hill Health Center. At the time, the center offered an unusual concept in combining municipal, school and public health into a program affiliated with a university teaching hospital.

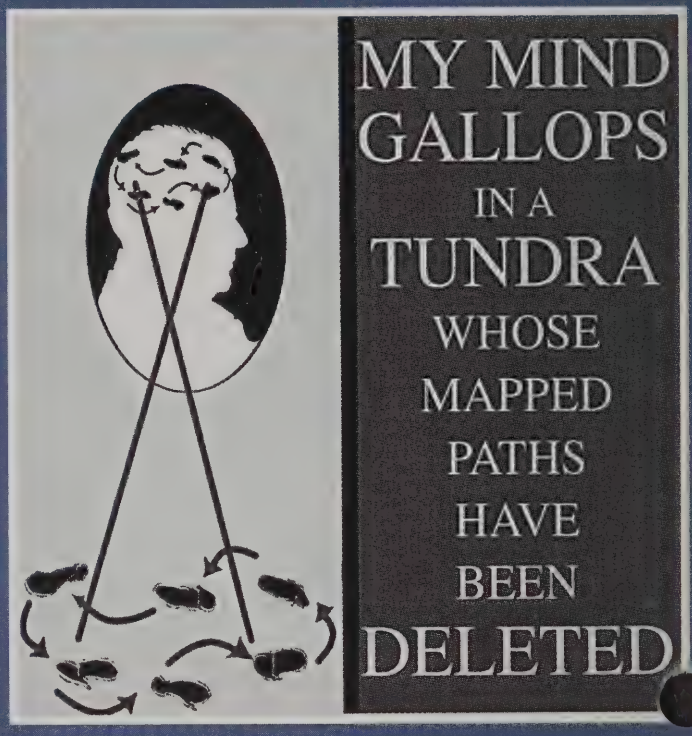
"Back then, many forces converged to encourage the MGH to look beyond its walls," says Roger Sweet, MD, former medical director of MGH•Charlestown. "Our goal was to create a model of health care that would be cost efficient and *(Continued on Page 2)*

"Mum's the word" features art created by Spaulding patients

"My mind hovers in the cave searching for crashed files." "My mind is a jigsaw cutting around and around until the shape is found." These enigmatic sentences can be seen on colorful banners displayed on the Western Avenue, Massachusetts Avenue and JFK bridges over the Charles River. Expressing the frustration of stroke survivors who suffer from a condition called aphasia, the dramatic banners were created by members of the Aphasia Community Group, which meets at Spaulding Rehabilitation Hospital. Aphasia is a communication disorder in which a brain injury impairs speech, word comprehension, reading and writing.

Cambridge-based artist Ellen Driscoll began the project, called "Mum's the Word," in honor of her father, who developed aphasia after a stroke in 1975. Philip Driscoll, who died in 1993, was a patient at Spaulding for six months after his stroke.

There are 48 banner designs, each reflecting how aphasiacs see themselves and their illness. The banners will be on display throughout September.



— *MGH•Charlestown HealthCare Center turns 30*

(Continued from Page 1)

form a new delivery system to address issues that were important to Charlestown."

According to Peggy Carolan, administrative director of MGH•Charlestown, the health center's original mission has endured throughout the past 30 years. "It has evolved into a full-service health center, offering a broad range of services, from obstetrics to primary care to geriatric care, and has created community service programs such as Camp Bunker Hill — a therapeutic summer day camp for children who have trouble functioning in traditional school settings," says Carolan. "Along with these changes, our original mission still remains to improve the health of our community by understanding its needs, providing accessible preventive services, advocating for our patients, educating other health care professionals in a community-based setting and bringing available resources from the MGH and Partners HealthCare System to our patients."

Patient-centered care is something that Smith is familiar with — not only through her work at the health center but through her experiences as four generations of her family have used the health center for their medical needs.

"Before the health center opened, you had to go to the emergency room at the hospital if you really had a problem," says Smith. "Being able to have all of your medical needs taken care of under one roof was tremendous."

Smith started working at the health center in 1969 as a nursing assistant, helping the physicians with patient care. "I loved working with the patients since I knew most of them from the community," she says. Because of a back injury, Smith took a secretarial job after five years of providing patient care. But she still kept her fingers on the pulse of the health center.

"It was great to see the center go from having only two physicians and two nurses to having three floors with different kinds of specialty care," says Smith. "I was fortunate to watch firsthand how the center grew. We went from seeing three patients a day to seeing more than 1,000 in a week. It was truly gratifying to work there."

Now retired, Smith misses the center's patients and staff. To occupy the void, she has become a novice health care "advocate," talking to neighbors and relatives about their own health care and the importance of seeing a physician regularly. And where does she refer them for health care needs? The MGH•Charlestown HealthCare Center, of course. ●

MGH charitable gift policy

Each year, the MGH receives many charitable gifts from generous supporters. With the approach of the fall season, when charitable giving traditionally increases, MGHers are asked to remember to observe the hospital's charitable gift policy.

According to the policy, all contributions should be forwarded to the MGH Development Office, 100 Charles River Plaza, Suite 600. For each contribution, the appropriate fund name and number should be included, along with a copy of the donor's written instructions for the gift or a signed staff memo documenting the donor's wishes for his or her contribution. The postmarked envelope in which the gift is enclosed also should be included.

The Development Office must receive and process all gifts to properly credit the donor's hospital giving record and to send an official acknowledgement letter, in compliance with IRS regulations. Gifts should not be delivered to the Cashier's Office.

For questions concerning charitable gifts, please contact the Development Office at 6-2200. ●

MGH takes top honors at Mercury Awards

The MGH earned four Mercury Awards as one of the region's top hospitals, the only institution to be honored in all categories — overall performance, cardiology, orthopedics and oncology.

The awards, presented at a ceremony Sept. 9 at the Museum of Science, recognized the top three regional medical centers in each category for excellence in quality of care, patient services and reputation. BWH received three awards, in overall performance, orthopedics and oncology.

Co-sponsored by HCIA, Inc. and America's Health Network, the Mercury Awards reflect the results of a study that evaluated 44 area hospitals using information related to patient outcomes, use of resources, access to services, staffing ratios, efficiency and drawing power. The goal of the study is to offer consumers information to help them make informed decisions about health care services.

Full results of the study are available online at the America's Health Network web site, *www.ahn.com*. Similar studies are being completed in 20 other major metropolitan regions throughout the country.

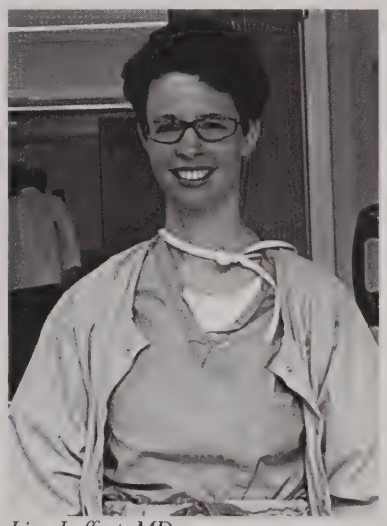
The Mercury Awards In Association with HCIA

— OB anesthesiology brings comfort

(Continued from Page 1)

woman admitted to the service regardless of whether she decides to make anesthesia a part of her delivery.

Three quarters of the women admitted opt for anesthesia — which is given regionally through an epidural catheter or spinal injection to numb the nerves that feed the cervix and the uterus. About 80 percent of the births at the MGH are vaginal deliveries. The rest are Cesarean sections, both unplanned and elective.



Lisa Leffert, MD

For vaginal deliveries, women can choose natural childbirth with no anesthesia or have their pain controlled either by a narcotic, usually administered by a nurse, or a regional anesthetic.

Leah Wingardner, a 38-year-old patient cared for by anesthesiologist Lisa Leffert, MD, delivered healthy twins June 2 after an elective Cesarean. She compliments the MGH Anesthesiology staff for its superior ability in helping to ease her fears, which were heightened after an unpleasant Cesarean at another hospital four years earlier, when she gave birth to her first baby. At the MGH, she said she was completely involved in the birth and felt so well after surgery, she soon could hold and breastfeed her new twins. "The experience was truly enjoyable; I would have a baby at the MGH again," she said.

"One might not think of anesthesia as a chance to make a bond with a patient," Leffert says, "but it's a real opportunity to become a very important part of someone's life." ●

PARTNERS™

progress

September 1998

Dear Colleague:

On June 22, 125 clinicians and other senior leaders from throughout the Partners network gathered for a two day strategy retreat. The purpose of the retreat was to review the progress we've made together over the past four years; analyze challenges and opportunities ahead; and recommend modifications to our organization's strategy.

The data presented at the retreat pointed to one conclusion:

At a time when many in the health care field are struggling, our system is succeeding.

The analysis shows a number of factors contributing to our success:

- Partners hospitals and physicians are the leading care providers in many communities.
- Strategic investments in new services at our hospitals and in the PCHI physicians' network have allowed us to attract more patients and increase volumes.
- Our research activity is growing at over 10 percent a year, and our teaching programs are growing even more attractive.
- Our savings initiatives now total $200 million.
- The most significant factor of all is the quality of the care we provide.

At the same time, we face significant challenges from a health care environment that continues to change rapidly.

- The proportion of our revenue from managed care has doubled in recent years and revenue per case has decreased.
- Managed care reimbursement rates are expected to shrink even further.
- The rate of revenue growth we've seen in recent years has slowed dramatically.
- The full impact of significant federal funding cutbacks will be felt over the next few years.
- We will face new competition from health care organizations specializing in areas like physician practice management, demand management and disease management.

The leaders gathered at our retreat determined that our core strategy — developing an integrated health care system enhanced by teaching and research, while increasing value and quality — remains sound.

The key overarching theme of the group's discussions was this:

It is our joint commitment to patient care that links all aspects of our integrated health care system.

That priority focus on patients is now reflected in the very first line of the Partners strategy. The group concluded that the value of our system should be measured by the improvements in patient care it makes possible and that the quality and scope of our care should set us apart from other health care providers. They agreed that integration and coordination of care are key to achieving our vision and also that our system must be driven by and responsive to physicians and other clinicians. These commitments to our patients were coupled with a renewed commitment to our research and teaching objectives, as well as to a work environment that fosters the highest quality performance and patient care.

I'm very, very pleased not only by the progress we've made together, but also that the June retreat affirmed our commitment to excellent, coordinated patient care as solid common ground from which we can move forward. Reaching our goal is certainly a big job and one we will undertake in a very challenging environment. We are fortunate that our organization is home to some of the world's most talented physicians, nurses, scientists, and other health professionals and staff. Each of you will have a part in achieving our strategic vision. Thank you for the many contributions to our success you have made already and for those you will make in the months and years ahead.

Sincerely,

Samuel O. Thier, MD
President and CEO

PARTNERS™

progress

PARTNERS STRATEGY STATEMENT

JULY 1998

At a minimum, we believe our integrated health care system will include:

1. System Commitments and Components

- We are committed to matching patient needs with the appropriate level, intensity, location and cost of care. We will achieve this by creating an integrated system that includes the two founding academic medical centers, a select number of community hospitals and access to a full continuum of high quality non-acute care facilities and services.
- Our system will be driven by physicians (primary care and specialists), will be responsive to physicians and other clinicians and will improve services through research and education.
- We will also strive to create mutually beneficial relationships and an atmosphere of respect among providers within and outside our system.
- Our system will operate with shared financial incentives and structures to link all physicians in the system. We will develop joint and common programs and services when they promote efficiency, quality improvement or other fundamental goals.
- We are committed to providing the highest quality medical care and excellent services and facilities, along the entire continuum of care.
- We are committed to serving all members of the community, regardless of ability to pay.

2. Academic Commitments and Components

- Our system, in conjunction with Harvard Medical School and Harvard University, will participate in research and teaching to design new approaches to patient care, medical management and measures to document outcomes and quality.
- We are committed to a research partnership with Harvard Medical School and Harvard University with at least the breadth and depth of our current programs and with added emphasis on translational research and research in evidence-based medicine to enhance clinical practice. The enterprise will develop new corporate collaborations and investments.
- Our system, with Harvard Medical School and Harvard University, will maintain a leadership position in the education of physicians, biomedical scientists and health care professionals.

3. Commitments to People

- We are committed to recruiting, training, supporting and recognizing world-class, diverse physicians, nurses and other health care professionals, biomedical scientists, managers and staff — and to providing a work environment that facilitates the highest quality performance and patient care.
- We will establish goals and incentives for individuals, departments and institutions throughout the Partners organization that are aligned to our current strategy and fundamental mission.

Approved by: Partners Executive Committee - July 23, 1998
Partners Board of Trustees - July 27, 1998

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MGH HOTLINE

WHAT'S HAPPENING

Expertise in Clinical Practice nominations
Nominations for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice awards, recognizing exemplary practice of direct-care providers throughout MGH Patient Care Services, are due Sept. 18. Eligible nominees include registered nurses; occupational, physical and respiratory therapists; speech/language pathologists; social workers and chaplains.

In addition to hospitalwide recognition, award recipients will receive tuition and travel expenses to a professional conference or course of their choice.

Direct care providers, nurse managers, directors, clinical leadership and other health professionals, as well as patients and families, may submit nominations. Forms are available in patient care areas, department offices and at the Main and Gray information desks. Awardees will be announced the third week of November, and a recognition celebration will be held Dec. 3.

For more information, call Carol Camooso, RN, MS, at 4-7306.

Children's health meeting
The Association for the Care of Children's Health will hold an open meeting Sept. 28, 6 to 9 pm, in the Wellman Conference Room. The topic will be "How to Incorporate Family-Centered Care into a Medical Delivery Model." Reservations are required. To attend, contact Heather Peach in the Child Life Office by Sept. 21 at 4-5839 or by e-mail at *h.peach@mgh.harvard.edu.*

PeopleSoft training
PeopleSoft online training courses will be offered on Tuesdays through Sept. 30 in Founders Room 643. Requisition classes for new users will take place 8:30 am to noon, and refresher classes will be held 1 to 3 pm. To register, contact Rossy Elliot at 4-1388. For information about receiving access to PeopleSoft, call the Help Desk at 6-5085.

Computer training
Partners Information Systems will offer computer training workshops about standard Partners software applications throughout the fall in the Learning and Diversity Office, Charles River Plaza, 185 Cambridge St. Schedules and registration forms are available at Partners Human Resources offices on White 14; at Blossom Court; CNY Building 149, floor 7; Learning and Diversity; or by calling (800) 315-0895.

Fellows seminar series
The Clinical Research Program (CRP) will sponsor the Fellows Seminar Series, which will start with a discussion about different career paths available for clinical investigators, Sept. 14, 5 to 6 pm, in the Bigelow 8 Conference Room. The series will provide career planning information for MGH clinical fellows. Future seminars include "Mentors and Mentees," Oct. 5; "Grantmanship," Nov. 2; and "Formal Education for the Clinical Researcher," Dec. 7. To attend, call the CRP Education Office at 6-1669.

MGH•Charlestown turns 30
The 30-year anniversary celebration of MGH•Charlestown begins Sept. 13 with a family festival, 1 to 4 pm, featuring health screenings, healthy food, musical entertainment by Charlestown Pipe and Drum Corps and DJ Chris Athas, and special guest appearances by WHDH-TV Channel 7's Lester Strong, National Park Service Rangers and New England Revolution soccer players. Charlestown senior citizens are invited to attend "Tea at Two," Sept. 15, 2 to 4 pm, with pick-up service available from the MGH shuttle by calling 4-8012. "Lifestyles of the Fit and Fabulous – a HealthSpeak discussion," will take place Sept. 17, 6 to 8 pm. Heather Sung, MD, will discuss living a healthier lifestyle, and Todd English, chef and owner of Olives Restaurant, will give a presentation on low-fat cooking. All activities are free and open to the public and will be held at the MGH•Charlestown HealthCare Center, 73 High St. For more information, call 4-8197.

Weight loss program
MGH Nutrition Service will offer a 10-week weight management class "Winning at the Losing Game," Tuesday evenings beginning Oct. 6, 5:15 to 7:30 pm. The course fee is $185 for MGH employees and $195 for all others. Because class size is limited, early registration is encouraged. For more information, call 6-2779.

Programs for cancer patients
The MGH Cancer Center Patient and Family Support Program will sponsor the following programs in the Cancer Resource Room on Cox 1: "The Role of Radiotherapy and Treatment of GYN Cancers," Sept. 16, noon to 1 pm, and "Exercise During and After Cancer Treatment," 2 to 3 pm. Registration is not required. For more information, call 4-1822.

Partners in Excellence Awards
Nominations for the 1998 Partners in Excellence Awards, which recognize individuals and teams for exemplary contributions to Partners, are available through departmental supervisors. Nomination forms, which are due Sept. 18, may be submitted through in-house mail to the Partners in Excellence Program, Learning and Diversity, Charles River Plaza, or by fax at 4-0931. For more information, call 6-2230.

Nomination forms also are available online at *http://is.partners.org/hr/employee/pep.html.*

Walk to fight heart disease
MGHers will join heart transplant recipients in the American Heart Association Walk Sept. 26, beginning at 10 am along the Charles River. Registration starts at 9 am at Leiderman Field on the Esplanade. Those interested in walking or sponsoring a walker should call 6-7400 or 4-6804.

MASSACHUSETTS GENERAL HOSPITAL

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September 18, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

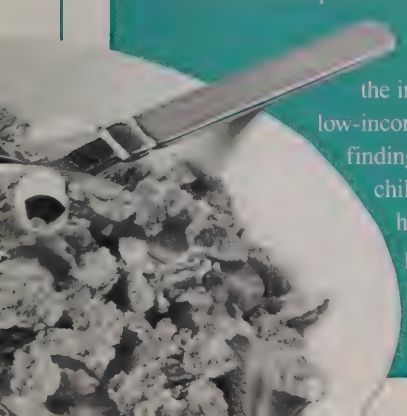
A good breakfast really does make a difference

A new study by researchers from the MGH and other institutions supports traditional beliefs about the importance of a good breakfast. The report in the September *Archives of Pediatric and Adolescent Medicine* finds that children who increase their participation in school breakfast programs show improvement on a wide range of measures of social and academic functioning.

Conducted in public schools in Philadelphia and Baltimore, the study found that increased school breakfast participation correlated with less tardiness and absence, higher math grades and reductions in problems like depression, anxiety and hyperactivity. The researchers also found that students were more likely to participate in school breakfast programs when the meals were offered free to all students, compared with programs that provided free meals to low-income youngsters while others paid for their breakfasts.

"What your mom told you is true – eating a good breakfast really does make a difference," says J. Michael Murphy, EdD, the study's first author and a member of the MGH Child Psychiatry Service. "What we find particularly exciting is that this is a relatively simple intervention that can significantly improve children's academic performance and psychological well-being. Now the challenge is to ensure that each child actually gets a good breakfast, either at home or at school."

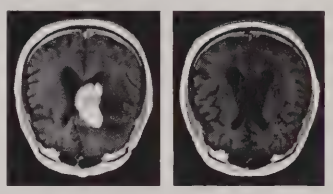
Ronald Kleinman, MD, MGH chief of Pediatric Gastroenterology and senior author of the article says, "This is the first time anyone has looked at the psychological and academic impact of school breakfast over an extended period of time." Kleinman and Murphy have conducted several studies examining the impact of undernutrition in low-income children. "What we are finding overall is that those children who are consistently hungry are most likely to do poorly in school and in other aspects of their lives," Kleinman says.



Brain Tumor Center offers another chance to MGH patient

Zenar Ambrozik recently left the MGH with the best news he had heard in a long time — the malignant brain tumor that had been lodged in the left side of his brain was gone. After eight months of treatment at the MGH Brain Tumor Center, the 81-year-old retiree could resume his life in Wakefield, play golf weekly at the local country club and spend time with his grandchildren.

Ambrozik was referred to the MGH in January from the Melrose-Wakefield Hospital, where physicians detected the brain tumor. This wasn't his first time at the MGH, however. Three years ago, Ambrozik had been treated at the hospital for a lymphoma in his groin area.



MRI scan (left) of Zenar Ambrozik's brain shows a tumor in the right frontal lobe. The current scan (right) indicates that his tumor has disappeared.

Taken immediately to the MGH Brain Tumor Center, Ambrozik was examined by Tracy Batchelor, MD, director of MGH Neuromedical Oncology, who arranged for the tumor to be biopsied. The results showed that the tumor was a lymphoma, similar to the kind Ambrozik had before, and one that often can be treated with chemotherapy without radiation or surgery. Pioneered by Fred Hochberg, MD, neurooncologist in the MGH Brain Tumor Center, this chemotherapy program is the subject of a national study chaired by Batchelor.

Returning to the same rigorous routine of chemotherapy he experienced three years ago, Ambrozik was brought to and from the hospital by his daughter and her family. "Thank God for my daughter," says Ambrozik. "She and my two grandchildren have kept me going through all of this."

(Continued on Page 3)

Zenar Ambrozik, left, says goodbye to Keri Pomeroy, his MGH patient care associate.

FOR YOUR BENEFIT

The MGH personal savings plan for retirement

Below is the second in a three-part series about MGH retirement program options available to employees. This article addresses personal savings for retirement through the hospital's tax-deferred annuity program.

Supplementing employers' retirement programs with personal savings can be critical to ensuring financial security in the retirement years. Proposed changes to Social Security make this partof a savings plan even more critical. *(More information about Social Security will be available in the next article of this series.)*

MGHers have an opportunity to invest funds for their retirement while saving today on their federal and now state taxes *(see box below)*. The MGH tax-deferred retirement or annuity program, which qualifies under Section 403(b) of the Internal Revenue Code, allows participants to have retirement savings deducted from their paycheck on a pre-tax basis, reducing current taxable income. Dividend and interest income generated by the invested funds also is not taxed when earned. Taxes are paid when funds are withdrawn, usually after retirement.

The Internal Revenue Code imposes strict regulations governing the amount that can be contributed to a 403(b) tax-deferred program annually. Because these accounts are designed to provide retirement income, federal regulations make it very difficult to withdraw funds prior to retirement and impose substantial penalties on early withdrawals.

The MGH offers a broad spectrum of investment funds through three reputable companies: Fidelity Investments, TIAA/CREF and Vanguard. Representatives from these companies visit the MGH periodically to provide individualized counseling for interested employees. The schedule below lists upcoming visits from Fidelity and TIAA/CREF representatives.

For more information about the MGH tax-deferred retirement program, send an e-mail request to the Benefits Office at *ibenefits@partners.org* or call 6-8133 and press "2" for the forms mailbox.

Financial counseling sessions

FIDELITY	CNY Building 149	8 am to noon	Oct. 26, Nov. 23 and Dec. 2
	Learning and Diversity, 185 Cambridge St., Charles River Plaza	1:30 to 5 pm	Oct. 26
	75 Blossom Court	1:30 to 5 pm	Nov. 23 and Dec. 2
TIAA/CREF	Learning and Diversity, 185 Cambridge St., Charles River Plaza	8:30 am to 5 pm	Oct. 19
	75 Blossom Court	8:30 am to 5 pm	Nov. 12 and Dec. 4
	CNY Building 149	1:30 to 5 pm	Oct. 13, Nov. 11 and Dec. 9

To schedule a half-hour appointment with a representative during one of the above times, call: Fidelity: *(800) 642-7131*; TIAA-CREF (Kathleen Maida): *(800) 842-2004.*

New law defers state income tax on employers' retirement saving programs

Massachusetts employees contributing to their employers' tax-deferred retirement programs — such as the MGH 403(b) plan — soon will see a decrease in state income taxes withheld and a slight increase in net pay on their paychecks. Where Massachusetts previously taxed such contributions as ordinary income, under new legislation the state defers taxation on the contributions just as the federal government does.

The next paycheck employees receive — Sept. 24 for weekly and Sept. 28 for monthly employees — will reflect exclusion of any 403(b) contributions from state-taxable income, reducing the amount withheld for state taxes.

This change in tax law simply changes the timing of taxation. Employees will be taxed in the future when they begin receiving payments from their tax-deferred accounts.

Although this tax legislation is retroactive to Jan. 1, 1998, state taxes that have already been withheld cannot be refunded on paychecks. Employees will need to claim a deduction when filing state income taxes for 1998.

For more information, call the Benefits Office at 6-8133 and press "2" or send e-mail to *ibenefits@partners.org.*

MGH HOTLINE

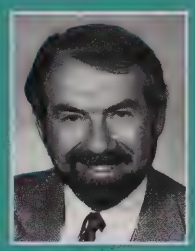
Images hosts first fashion show

MGHers may catch the latest styles in clothing, swimsuits and skin care as Images, the MGH Hair and Skin Care Center, hosts its first fashion show Sept. 24, 3:30 to 5:30 pm, in the O'Keeffe Auditorium. The event, "Fashion and Designs for 1999," is targeted to women with cancer. The show will feature specialty lines by Ann Taylor and Aveda skin care products, as well as swimsuits and breast prostheses by Amoena. After models stroll the runway, consultants for skin care and prostheses fittings will be available for appointments.

Images opened in June in conjunction with the dedication of the MGH Gillette Center for Women's Cancers. The full-service salon caters to the special needs of people affected by cancer, before and after treatment. Images offers such products and services as hairpieces, scarves, lymphedema sleeves and breast prostheses, as well as make-up consultation and skin care products made especially for oncology patients. Hairstyling services also are available for MGH employees and other patients.

To register for this free event, call (800) 320-0022. For other information or to make an appointment, call Images at 6-3211. ●

George Thibault, MD, named Partners vice president of Clinical Affairs



George Thibault, MD, who has served as chief medical officer at BWH for the past three years, was recently named vice president of Clinical Affairs at Partners.

His new position, which begins Jan. 1, was created by Samuel O. Thier, MD, president and CEO of Partners, to place a greater emphasis on integration and coordination of care across the system. He will lead the effort to establish and implement criteria for patient flow through the Partners system and will oversee a range of projects to improve physician relationships.

Thibault's career as a cardiologist began at the MGH, where, after graduating from Harvard Medical School in 1969, he completed his residency. He served in several leadership roles at the MGH, including founding director of the Medical Practice Evaluation Unit, Medical ICU director and associate chief of Medical Services.

In 1988, Thibault was appointed vice chairman of Medicine and chief of Medical Services at BWH and director of Health Services Research and Development at Brockton/West Roxbury VA Medical Center.

Thibault was named chief medical officer at BWH in 1995. In that role, he has contributed significantly to Partners, representing the system in negotiations with Newton-Wellesley Hospital and working closely with top clinical and administrative leaders systemwide to improve patient care.

Thibault will continue to have a strong presence at BWH and throughout the Partners system.

– Brain Tumor Center

(Continued from Page 1)

Along with the support of his family, Ambrozik credits his health care team for making his hospital stay much easier. "I was amazed at the staff who were always so pleasant and cooperative," says Ambrozik. "They all have tough jobs, but they always were very understanding of what I was going through."

In only three months — way ahead of schedule — Ambrozik's tumor shrank from the size of a tangerine to that of an olive. "Mr. Ambrozik's type of brain tumor is uniquely sensitive to chemotherapy, with a complete remission occurring 75 percent of the time," says Batchelor. "It was rewarding to see him respond so well to the chemotherapy and return to many of the activities he enjoys."

Ambrozik says that Batchelor's optimism about his treatment "made me feel confident about my care."

Ambrozik is one of the approximately 300 newly diagnosed patients who are treated at the MGH Brain Tumor Center each year. More than 2,000 people already have visited the center as outpatients in 1998. The center is a multidisciplinary collaboration between the MGH Neurosurgery, Neurology, Neuropathology, Neuroradiology and Radiation Oncology groups. The Brain Tumor Center is the second largest disease center in the MGH Cancer Center. In addition to patient care, the Brain Tumor Center has an active research program in experimental therapies.

"Mr. Ambrozik's story illustrates two of the center's primary goals — to provide the highest quality patient care and to develop new treatments for brain tumors," says John Henson, MD, executive director of the MGH Brain Tumor Center. "With the collaboration of a team of specialists, Dr. Batchelor was able to make a quick diagnosis and ensure the best course of treatment."

After eight months of chemotherapy treatment, Ambrozik finally heard the news he was waiting for — the tumor was completely gone. "After the first lymphoma, I felt like I was living on borrowed time," says Ambrozik. "I've been very fortunate that I have another chance." ●

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

Community Benefit report

The Partners Community Benefit Report will be mailed out to MGH leadership this week. The booklet reports the community benefit activities of Partners in fiscal year 1997 at the MGH, BWH and North Shore Medical Center. For the first time this year, McLean, Spaulding Rehabilitation and Shaughnessy Kaplan Rehabilitation hospitals also are included. To obtain a copy, call Pamela Freeman at 4-6424.

Surviving homework

The Employee Assistance Program (EAP) will begin its Work/Life Seminar Series with "Surviving Your Child's Homework," a presentation about how parents can help maximize their childrens' evening homework hours. The session is Sept. 24, noon to 1 pm, in Burr Conference Rooms 5 and 6, floor 3, Bartlett Hall Extension. For more information, contact the EAP at 6-6976.

Ethics forum

The MGH Ethics Task Force will present "Cultural Difference in End-of-Life Care," Sept. 24, 5 to 6 pm, in the Wellman Conference Room. Eric Krakauer, MD, of Palliative Care Services, will moderate the panel, which includes Deborah Washington, RN, director of Patient Care Services Diversity Program; Father Felix Ojimba, of the MGH Chaplaincy; and Winfred Williams, MD, director of the Office of Minority Health Professions. A reception will precede the program at 4:30 pm. For more information, call 4-9188.

Deadline extended for Partners in Excellence nominations

The nomination deadline for the 1998 Partners in Excellence Award, which recognizes individuals and teams for exemplary contributions to Partners, has been extended to 5 pm, Sept. 25. Nomination forms are available through departmental supervisors and may be submitted via in-house mail to the Partners in Excellence Program, Learning and Diversity, Charles River Plaza, or by fax at 4-0931. For more information, call 6-2230.

Nomination forms also are available through the Partners intranet at *is.partners.org/hr/employee/pep.html.*

Mentors for future scientists

The MGH/Timilty Partnership needs MGHers to serve as mentors for its Science Fair Mentoring Program. Mentors are paired with Timilty Middle School students to develop science projects for competition in the school's annual science fair. Mentor training will be provided on the following dates: Sept. 24, 9:30 am to 1:30 pm, in the Walcott Conference Rooms and Oct. 2, 9:30 am to 1:30 pm, in Conference Room A, first floor, CNY Building 149. To be a mentor, call 4-3210.

Schwartz Center Rounds

All MGH caregivers are invited to the Schwartz Center Rounds Sept. 25, noon to 1 pm, in the Walcott Conference Rooms. This month's discussion is entitled "Barriers to Personal Care in a Busy Academic Medical Center." Lunch will be served beginning at 11:45 am. To attend, please call 4-6862.

Children's health meeting

The Association for the Care of Children's Health will hold an open meeting Sept. 28, 6 to 9 pm, in the Wellman Conference Room. The topic is "How to Incorporate Family Centered Care into a Medical Delivery Model." Reservations are required. To attend, contact Heather Peach at 4-5839 or through e-mail at *peach.heather@mgh.harvard.edu.*

Monte Carlo ballet benefits Angel Fund

The world renowned dance troupe Les Ballets de Monte Carlo will dedicate its performance Sept. 30 to the Angel Fund, which supports research into ALS (Lou Gehrig's disease) at the MGH. The evening's proceeds will benefit the MGH Day Neuromuscular Lab. The program, which will include a medley of dance pieces, will take place at 7 pm, at the New Copley Theatre, 225 Clarendon St., Boston. Tickets cost $65. To purchase tickets, call Debra DiGregorio at 6-5750; the Angel Fund line at (781) 729-7999; or the box office at (617) 266-7262. For group sales of 10 or more, call (800) 729-3987.

Walk to fight breast cancer

MGHers will team up for the five-mile American Cancer Society's Making Strides Against Breast Cancer walk, Oct. 4. Registration and start both take place between 8 and 10 am at the Hatch Shell on the Esplanade. Employees may pick up pledge sheets in the Cancer Resource Room on Cox 1. Free T-shirts will be given to the first 150 people to sign up. For information, call Vicki Cotton at 4-5828.

Memorial service for Stephanie Macaluso, RN

A memorial service will be held for Stephanie Macaluso, RN, former clinical nurse specialist in the Ellison 19 Thoracic Surgical Service, Sept. 23, 12:30 to 1:30 pm, in the O'Keeffe Auditorium. A reception will follow until 3 pm in the Trustees Room, in the Bulfinch Building.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

Celebrating families

Colleen *(right)* and Shannon Lynch had their bike helmets adjusted by Marie Pasinski, MD, of MGH Neurology, at a family festival at the MGH•Charlestown HealthCare Center Sept. 13. MGH•Charlestown is celebrating 30 years of serving the community during National Health Center Week. Festival-goers enjoyed activities for all ages, including face painting, bike safety checks, health screenings and music.

September 25, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

PTH injections can prevent medically induced osteoporosis

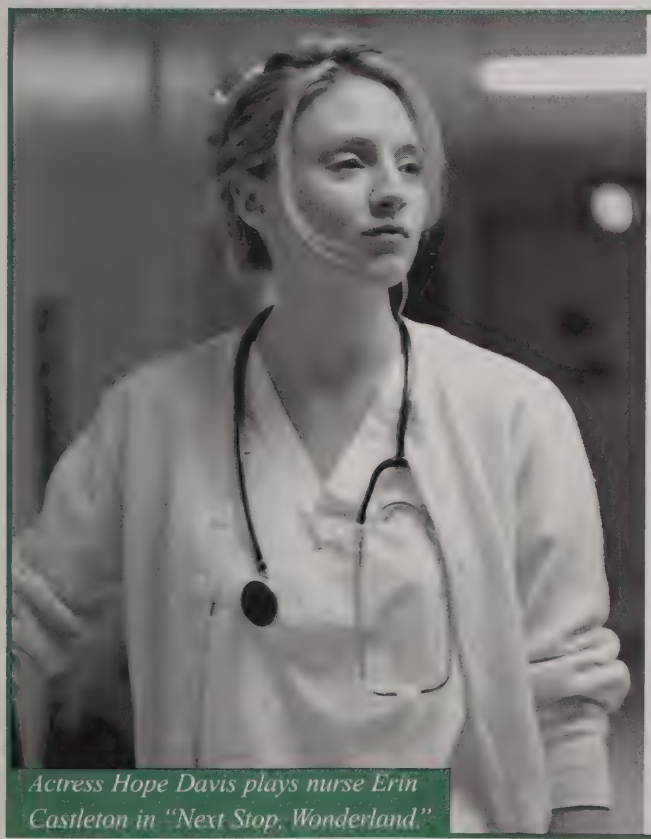
A new MGH study shows that long-term treatment with parathyroid hormone (PTH) can safely prevent the development of osteoporosis in women taking medications that induce artificial menopause. The study, in which women received daily injections of PTH for a year, is a follow-up to a 1994 study that evaluated six months of treatment. Compared with the earlier research, the new report finds that longer-term treatment results in even greater increases in spinal bone density than seen in the earlier report and preserves density in the hip area, something not seen in the six-month study. The report appears in the Sept. 23 *Journal of the American Medical Association*.

"This report sets an important precedent for further studies defining a role for PTH in prevention of osteoporosis," says Joel Finkelstein, MD, of the MGH Endocrine Unit, the study's lead author. "Based on this work, we are embarking on a three-year study examining whether PTH can prevent bone loss in early menopause."

Produced by the parathyroid glands, PTH normally helps control the exchange of calcium between the bones and the bloodstream. Although continuous exposure to high levels of PTH can weaken the skeleton, intermittent injections of low-dose PTH increase the amount and strength of bone.

Joel Finkelstein, MD

The senior author of the *JAMA* study is Robert M. Neer, MD, director of the MGH Osteoporosis Center. Other coauthors are Anne Klibanski, MD, Amy Arnold and Thomas Toth, MD, of the MGH; and Mark Hornstein of BWH.

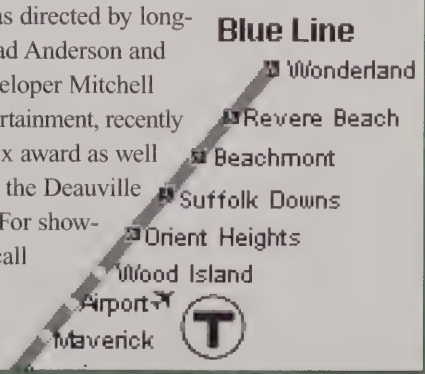


Actress Hope Davis plays nurse Erin Castleton in "Next Stop, Wonderland."

MGH makes cameo appearance in "Next Stop, Wonderland"

The MGH is featured on the big screen in the new movie "Next Stop, Wonderland," now showing in local theaters. Filmed in Boston, the movie spotlights some of the city's most scenic and recognizable landmarks, including the Beacon Hill area and the MGH. The romantic comedy follows the parallel stories of a South End nurse and an East Boston plumber. The love story ultimately brings the hero and heroine together on a Boston subway car whose next stop is, prophetically, the Wonderland station on the MBTA Blue Line.

The movie, which was directed by long-time Boston resident Brad Anderson and produced by Boston developer Mitchell Robbins of Robbins Entertainment, recently won the jury's Grand Prix award as well as the audience award at the Deauville Film Festival in France. For showings at nearby theatres, call (617) 333-FILM.



Grant awarded to study cervical cancer risk

The Gillette Centers for Women's Cancers — located at the MGH and Dana-Farber Cancer Institute — recently awarded a grant to a group of researchers for a study that examines both the basic biology of cervical cancer and the lives and health of women at risk for the disease.

The study will enroll 2,000 young women from a variety of racial and economic backgrounds and will tap the expertise of researchers throughout Dana-Farber/Partners CancerCare and Harvard Medical School.

The researchers will investigate two troubling trends that have developed in the demographics of the disease. First is a relative increase in adenocarcinoma, a malignant tumor that begins in cells lining the walls of the cervix. Second is that many of these cancers are being diagnosed in women under age 35.

The researchers hope to understand why some women seem more susceptible to the disease than others, why Pap smears don't always pick up adenocarcinomas in their earliest stages, and whether Pap tests can be made more sensitive.

The study will focus on dysplasia, a condition in the cervical tissue that is often a precursor to cancer. In 80 percent of women with dysplasia, the abnormal cells show evidence of being infected by the human papillomavirus (HPV), whereas only 10 percent of women with normal cervical tissue have HPV infection.

"Cervical cancer is the second most common malignancy of the female reproductive tract after ovarian cancer, accounting for nearly 5,000 deaths a year in the United States," says the study's principal investigator, Ellen Sheets, MD, of the Gillette Centers. "This study will enable us to explore these questions by bringing together a research team from a wide variety of scientific disciplines. Our goal is to find better ways of identifying women at risk and developing new ideas for prevention."

Wage and salary program announced

As the hospital continues to tighten its financial belt, the MGH this week announced a fiscal year 1999 wage and salary program that includes a performance-based wage and salary increase. In a letter distributed to employees with their paychecks this week, James J. Mongan, MD, president of the MGH, cited the extraordinary efforts of employees to deliver the best care and services while facing the challenge of high patient volume and increased managed care pressure.

Employees are eligible for a pay increase on their raise-effective date. A completed performance appraisal is required before any increase or bonus is processed. The range of the increases is from 0 to 5 percent, and the General Hospital program is funded at 3 percent, similar to programs at other Partners-affiliated institutions.

According to Jeff Davis, senior vice president for Human Resources, the wage and salary program has not changed over the past two years. This year, however, all of the pay ranges — including the maximum and minimum range — will be raised by 3 percent, allowing employees at the top of their range to be eligible for the wage increase rather than a bonus. Those who are above the maximum for their pay range are eligible for a bonus of up to 3 percent on that date.

The wage and salary program follows a challenging budget process that involved expense cuts hospitalwide to close a sizable budget gap. At a leadership meeting Sept. 22, Mongan announced that managers had identified ways to reduce the projected $10.5 million gap in the FY'99 budget to a $3.6 million gap by reducing departmental expenses by half and stepping up management initiatives to control costs. The remaining gap will be closed by eliminating approximately 100 of the currently vacant full-time equivalent (FTE) positions. There currently are 400 FTE vacant positions throughout the hospital. Mongan emphasized that there will be no layoffs related to this year's budget-balancing efforts.

Bulfinch Society Lecture Series

W. Scott McDougal, MD, speaking at the Bulfinch Society Lecture Series Sept. 9, described how to detect and treat prostate diseases. More than 125 hospital donors turned out to hear McDougal, chief of MGH Urology, and Michael J. Barry, MD, chief of the General Medicine Unit, speak on "Prostate Diseases — Advances in Patient Care and Research." The lectures, held twice a year, are open to members of the Bulfinch Society, established to recognize MGH donors who give at least $100 annually. ●

Boston Design Center raises $11,000 for MGH breast cancer services

The Boston Design Center – one of New England's premier home furnishing centers – hosted an open house Sept. 12 and raised $11,000 to support the MGH's breast cancer services.

As more than 1,200 guests toured the center's showrooms, they had the opportunity to learn about the MGH's breast cancer services through brochures and posters and watch a video presentation about breast self-examination. Visitors also viewed the Wall of Hope, an inspirational pictorial exhibit describing experiences of MGH cancer survivors.

"The staff at the Boston Design Center truly have put their hearts into this generous donation, devoting both their time and enthusiasm to help MGH breast cancer services and promote awareness about breast cancer," says Carol Ishkanian, director of MGH Development.

For information about the MGH's breast cancer services, call the Gillette Center for Women's Cancers at the MGH at 4-4800.

Boston Design Center staff – (from left) Kelie Federman, director of Marketing, and Laura Crosby, vice president and general manager, along with Susan Barone, manager of Baker, Knapp and Tubbs, a furniture showroom.

MGH and McLean named Tufts providers

The MGH and McLean Hospital have been selected as a combined designated facility for mental health and substance abuse treatment under the Tufts HMO and Tufts Total Health Plans.

Approximately 20,000 Tufts HMO patients with primary care physicians at the MGH or BWH now can receive inpatient, acute residential and partial-hospital mental health and substance abuse services at the MGH and McLean.

"This contract enables us to demonstrate our ability not only to manage care responsibly but also to deliver superior clinical service," says McLean's Joseph Flores, MD, newly appointed medical director for the MGH - McLean plan.

Since July, dozens of Tufts patients have received mental health or substance abuse services at the MGH and McLean.

"This contract is particularly exciting because it represents an opportunity to provide care to Tufts members and coordinate that care [illegible] their primary care physicians at the MGH [illegible] BWH," says Anthony Trachta, director of Partners Network Development. ●

MGH Office for Women's Careers sponsors professional development workshop

Paula Rauch, MD, of MGH Psychiatry, practiced in front of an audience at a presentation skills workshop Sept. 18 sponsored by the MGH Office for Women's Careers. More than two dozen women at the MGH participated in the training, which was conducted by Craddock Communications Inc. and included coaching, videotaping and evaluation and critique. The workshops are designed to help professionals feel more comfortable and effective in public speaking engagements.

Departments interested in sponsoring similar workshops may call Suzanne Metallo at 4-3693.

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MGH HOTLINE

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WHAT'S HAPPENING

MGH•Revere hosts breast cancer awareness event
The MGH•Revere HealthCare Center will be cohosting — with Robert Haas, Jr., mayor of Revere — "Making Waves on the Boulevard" Oct. 3, 2 to 10 pm, on the beach area outside of the health center, 300 Ocean Ave., Revere. In recognition of Breast Cancer Awareness Month, the event will feature entertainment by Grammy Award winners Thelma Houston and Evelyn "Champagne" King. Breast cancer education materials will be available as well as tours of the health center's mammography suite. For more information, call Eileen Manning at (781) 485-6215.

Walk to fight breast cancer
MGHers are invited to join teams from MGH•Charlestown, MGH•Chelsea, MGH•Revere, Boston Evening Medical Center and the North End Community Health Center for the five-mile American Cancer Society's Making Strides Against Breast Cancer walk, Oct. 4. The walk starts between 8 and 10 am at the Hatch Shell on the Esplanade. To walk with the health center teams, call Eileen Manning at (781) 485-6215.

Programs for cancer patients
The MGH Cancer Center Patient and Family Support Program will sponsor the following programs in the Cancer Resource Room on Cox 1: "Care of the Spirit in Cancer Care," Sept. 29, noon to 1 pm. "New Cancer Drugs and New Clinical Trials," Oct. 1, noon to 1 pm; and "Breast Cancer: The Old and New," Oct. 6, 2 to 3 pm. For more information, call 4-1822.

Peripheral vascular disease screening
The MGH Vascular Radiology and Vascular Surgery departments will host a peripheral vascular disease (PVD) leg screening Oct. 2, 9 am to 3 pm, in the Wellman Conference Room. For people who suffer from leg pain, the screening will help determine their risk for PVD, which is common among people over the age of 50 and among those who have diabetes, smoke or have high blood pressure or cholesterol levels. The screening is part of the Legs for Life national screening program, sponsored by the Society of Cardiovascular and Interventional Radiology. For more information or to register, call 4-7124.

Crime Prevention Fair
The MGH Police, Security, Parking and Photography Department is hosting a Crime Prevention Fair Oct. 1, 11 am to 2 pm, under the Bulfinch tent on the main campus and Oct. 2, 11:30 am to 1:30 pm, CNY, Building 149. The event will feature safety and crime prevention demonstrations and information exhibits as well as displays by other MGH departments, local law enforcement agencies and other vendors. Music, popcorn, games and giveaways will add to the festivities along with a visit from McGruff the Crime Dog. For more information, call 4-3030.

Change of date
The panel disucssion sponsored by the MGH Office for Women's Careers entitled "Mastering Academic Achievement: How and When to Establish Independence as an Investigator" has been rescheduled from Sept. 29 at 4 pm to Dec. 1, 4 to 5:30 pm in the O'Keeffe Auditorium. For more information, call 4-5229.

A Joint Parade walk to benefit the Arthritis Foundation
MGHers are invited to join employees from BWH and other Partners affiliates in the five-mile A Joint Parade walk, Oct. 18, starting at noon at Boston City Hall Plaza. Partners HealthCare System is a corporate sponsor of the walk, which benefits the Arthritis Foundation. For those interested in walking or sponsoring a walker, contact Michael Gillespie at 6-8535.

Honoring the 30th anniversary of affirmative action
Harvard Medical School (HMS) and the Harvard School of Dental Medicine (HSDM) will host a presentation in recognition of the 30th anniversary of affirmative action, "A Recommitment to Diversity at HMS/HSDM," Oct. 2, 4 to 6 pm. The event will be held at the Daniel C. Tosteson Medical Education Center at 260 Longwood Ave., Boston. For more information, call (617) 432-0469.

Latino Month celebration
In recognition of October as Latino Month, the Association of Multicultural Members of Partners invites MGHers and other Partners employees to join in a celebration Oct. 8, noon to 1:30 pm, at the Learning and Diversity Office, Charles River Plaza, 185 Cambridge St., Room 105. The event will feature guest speaker Dharma Cortes, PhD, of the Department of Social Medicine at Harvard Medical School. A luncheon with a Latin flair will be served. For more information, call 732-5500 ext.1605.

Molecular course
The Molecular Neurogenetics Unit and the Clinical Research Program (CRP) will sponsor "Molecular Genetics and Disease Mechanisms," a course to assist faculty or post-doctorate level scientists in using a molecular genetic approach to innovate research. The class will meet Oct. 6 and 20 and Nov. 3 and 17, 4 to 6:30 pm, in the Lawrence House Conference Room. A $50 materials fee and application is required to enroll. Class size is limited. To receive an application, call the CRP at 6-1669 or visit *http://www.crnet.mgh.harvard.edu.*

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

October 2, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH team makes advance toward cross-species transplantation

Researchers at the MGH Transplantation Biology Research Center (TBRC) have made an important step toward inducing the human immune system to accept transplanted organs from another species. In the Sept. 18 issue of *Science,* John Iacomini, PhD, of the TBRC, and his colleagues describe a gene therapy approach that may be able to suppress production of natural antibodies that mediate rejection of pig tissue.

The human body, as well as those of other species, naturally produces antibodies against tissues from other species. One of these antibodies attacks a molecule called alpha-Gal, found on the cells of pigs and most other animals but not on the cells of humans. This has been shown to play a key role in rejection of cross-species organ transplants.

In this study, the TBRC group used a strain of mice in which the gene for their version of alpha-Gal had been knocked out, producing an animal model that duplicated the human situation. The mice received transplants of bone marrow into which a copy of the pig alpha-Gal gene had been inserted using a new gene therapy technique developed by

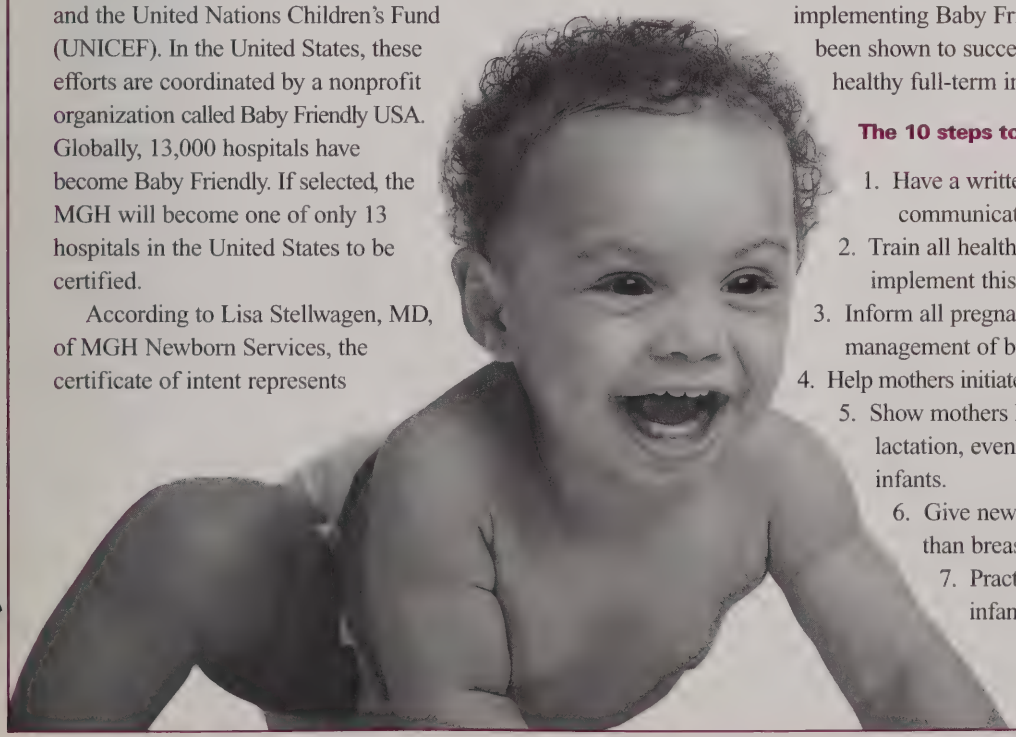
(Continued on Page 2)

John Iacomini, PhD, of the Transplantation Biology Research Center

On the road to becoming a Baby-Friendly Hospital

The MGH recently received a certificate of intent to become a Baby Friendly Hospital, part of a worldwide effort to encourage, promote and support breastfeeding in maternity hospitals. This effort, called the Baby Friendly Hospital Initiative, is sponsored by the World Health Organization and the United Nations Children's Fund (UNICEF). In the United States, these efforts are coordinated by a nonprofit organization called Baby Friendly USA. Globally, 13,000 hospitals have become Baby Friendly. If selected, the MGH will become one of only 13 hospitals in the United States to be certified.

According to Lisa Stellwagen, MD, of MGH Newborn Services, the certificate of intent represents the first step in the process of becoming a Baby Friendly Hospital. Because the MGH has a longstanding commitment to promoting breastfeeding as the preferred method of infant nutrition, applying to become a Baby Friendly Hospital was a natural fit for the hospital's mission. To accomplish this goal, the hospital will be implementing Baby Friendly USA's 10-step program that has been shown to successfully support breastfeeding of healthy full-term infants:



The 10 steps to becoming a Baby Friendly Hospital

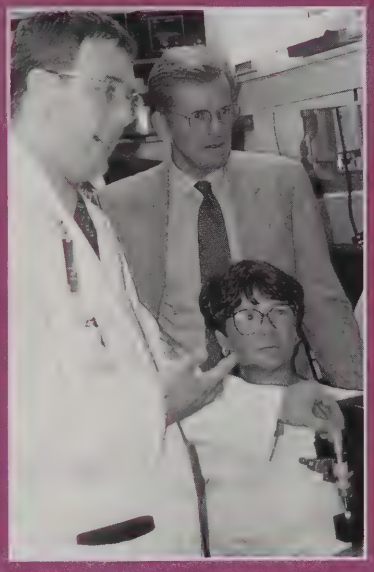
1. Have a written breastfeeding policy that is routinely communicated to all health care staff.
2. Train all health care staff in skills necessary to implement this policy.
3. Inform all pregnant women about the benefits and management of breastfeeding.
4. Help mothers initiate breastfeeding within one hour of birth.
5. Show mothers how to breastfeed and how to maintain lactation, even if they should be separated from their infants.
6. Give newborn infants no food or drink other than breast milk, unless medically indicated.
7. Practice rooming-in, allowing mothers and infants to remain together 24 hours a day.

(Contined on Page 2)

British ambassador scopes out CIMIT

Following a successful visit by His Royal Highness Prince Andrew to the MGH in July, the British Ambassador to the United States, Sir Christopher Meyer, visited the MGH this week to learn more about the multidisciplinary collaborations of the Center for Innovative Minimally Invasive Therapy (CIMIT).

A consortium of the MGH, BWH, Draper Laboratories and MIT, CIMIT combines clinical and technological advances to generate and develop high-impact concepts in minimally invasive therapy that improve the quality and lower the cost of health care delivery.



Describing the CIMIT process to the British guests, David Rattner, MD, of MGH Surgery and head of the CIMIT cancer clinical focus area, presented examples of the technologies that are being studied to improve the detection of malignancy at an early stage. The ambassador and visitors viewed a demonstration of two optical imaging techniques — optical coherence tomography and confocal microscopy.

Steve Dawson, MD, of CIMIT, presented opportunities for international collaboration between the United States and Great Britain that will advance medicine using minimally invasive approaches.

British Ambassador Sir Christopher Meyer (right) looks on as Avis Chapman, an MGH patient, undergoes a noninvasive imaging procedure performed by Matt White, a fourth-year Harvard Medical School student and research fellow.

National Materials Management Week

From left, Clara Scalesse, Frank Daley, Michael Powell, Phillip Brown and Wilby Brown of Receiving and Distribution.

In honor of the tireless efforts of individuals across the country in the materials management field, the MGH will recognize National Materials Management Week, Oct. 5 to 9. The Partners Materials Management Department at MGH provides support services to the hospital 24 hours a day, 365 days a year. The Materials Management Department includes staff from Affiliate Markets, Contracts, External Transportation, Linen Services, Office Services, Patient Transport and Equipment Services, Purchasing, Receiving and Distribution, and Supply and Utilization. The MGH community takes this opportunity to thank the materials management staff members for their dedication and commitment to service. ●

– Becoming a Baby Friendly Hospital

(Continued from Page 1)

8. Encourage breastfeeding on demand.
9. Give no artificial nipples or pacifiers to breastfeeding infants.
10. Foster the establishment of breastfeeding support groups and refer mothers to them once discharged from the hospital or clinic.

To address the needs of breastfeeding mothers and to improve breastfeeding rates, the MGH has established a multidisciplinary breastfeeding task force. The current rate of breastfeeding at the time of discharge from the MGH Maternity Unit is 78 percent. By the six-week postpartum visit, however, less than 20 percent of women are still breastfeeding. "Breast milk is the perfect nutrition for babies," says Stellwagen. "The medical benefits of exclusive breastfeeding are so impressive that I feel we need to do everything we can to support and encourage women to breastfeed their infants. This program has been very successful in other countries. There are some barriers to implementing this program in a large academic hospital, but we are excited about the program and committed to its success." ●

– Transplantation

(Continued from Page 1)

the MGH team. Several weeks later, the mice that received the altered marrow no longer produced antibodies against the pig alpha-Gal molecule, while a control group that had received normal marrow continued to produce the antibodies. Iacomini notes that, while other approaches to inducing tolerance to transplants from other species have produced only temporary results, this new approach may allow the immune system to accept permanently an animal organ without overall immune system suppression.

The paper's co-authors are graduate student Jennifer L. Bracy and David H. Sachs, MD, director of the TBRC. ●

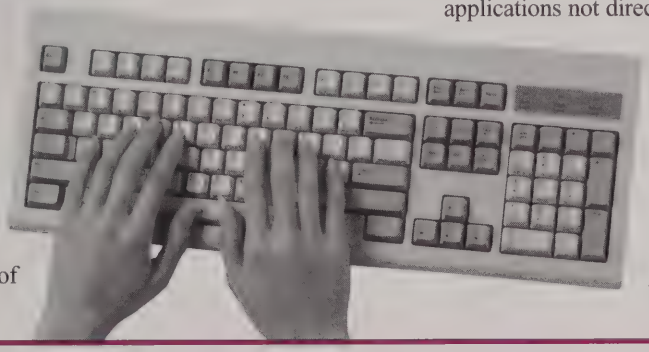
Working to squash the "millennium bug"

Like many organizations, the MGH and Partners are looking to outwit the "millennium bug," a technological glitch that could wreak havoc in computer-controlled systems at the start of the year 2000.

Many of the software applications threatening to go haywire were written during a time when computer disk storage was scarce. To conserve disk space, computer programmers used only two digits to represent years — assuming that all years began with 19. That assumption, however, will be erroneous when digits roll to 2000 and could lead to lost data and scheduling snafus.

The Partnerswide Year 2K (Y2K) Committee, however, has begun assessing systems throughout the network — from software programs, to medical equipment, to sprinklers and elevators — as well as applications from outside vendors to implement plans to correct the millennium bug.

The basic strategy to ensuring year-2000 compliance will be to upgrade, renovate, retire or replace Partners Information Systems (IS)-supported applications, says James Noga, chief information officer of the MGH and MGPO, who is representing both organizations on the Partners Y2K Committee and overseeing the effort at the MGH. He predicts that the new IS-supported systems at the MGH will be at least 90 percent in place by March 1999.



Jeff Cooper, PhD, director of Partners Biomedical Engineering, says that most of the biomedical equipment among the more than 10,000 individual items at the MGH has already been assessed. Fortunately, only a few types of devices will need to be updated or replaced, and those adjustments will be made before Jan. 1, 2000. He cautions, however, that items still exist for which manufacturers have not yet provided assurance of year 2000 compliance and for which replacement also may be needed. Identifying these items, Cooper reports, is a high priority for the YK2 Biomedical Engineering team.

Information Systems will be asking departments to inventory all applications not directly supported by Partners IS to ensure compliance. A user-awareness campaign will begin this fall to educate, provide directions and recommend tools for departments to assess their particular needs. A new website with year 2000 information also will be available.

For more information about the millennium bug, contact Noga at 6-5830 or at *jnoga@partners.org.*

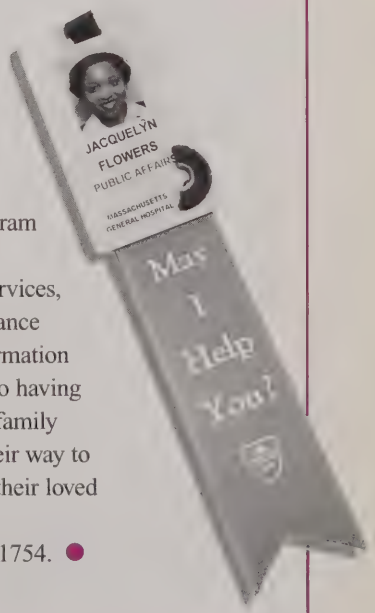
"May I Help You?" pilot program inaugurated at the MGH

Patients and visitors don't always know how to navigate around the many hallways and corridors of the hospital, and sometimes they aren't comfortable asking for help. Even though the MGH ambassadors and volunteers are available in key locations to direct patients to their destinations, they can't be everywhere at all times.

To address this issue, the MGH inaugurated the "May I Help You?" program this week to help patients and visitors comfortably find their way. The program is a collaboration of the MGH's Customer Service and Volunteer departments.

Senior leadership and selected employees have volunteered to initiate the pilot program by participating in training sessions and wearing the "May I Help You?" ribbon *(right)*.

According to Diane Hanscom, MGH/MGPO senior project manager, it is hoped that the "May I Help You?" ribbons will encourage patients and visitors to ask questions and avoid unnecessary frustration. The extra training that these employees receive also will enable them to answer common questions and give directions more accurately. Hanscom emphasizes that employees do not have to be a part of the program to assist patients and visitors to their destinations. "All employees are encouraged to help people who look like they might be lost, but this program makes it easier for visitors to identify employees who can help them," says Hanscom. Once the initial pilot phase is completed, the program will expand to include other employees.



Patricia Rowell, director of Volunteer Services, says that the goal of this initiative is to enhance customer service at the hospital. "Our information ambassadors and volunteers look forward to having many extra partners assisting our patients, family members and visitors as they try to find their way to medical appointments and the bedsides of their loved ones," says Rowell.

For more information, call 4-0203 or 4-1754. ●

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MGH HOTLINE

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WHAT'S HAPPENING

Partners telephone directory adds new paging features
New paging features will be added Oct. 5 to the Partners Telephone Directory, which is accessible on all Partners workstations. New search criteria will make it possible to look up a name by entering a Partners pager ID number into the name search field.

More information — such as paging status — will be available for each record through the detail (expanded) screen, which is accessed by selecting a name resulting from a search. By accessing their own detailed screens, employees will be able to change their own paging status codes and retrieve and print messages.

In addition, shortcut keys will make paging functions easier to perform. Once a name or page number is entered into the search field, the following codes can be used:

/D (type slash key, "**D**") display record in the detail screen format; **/P** initiate a page for the displayed record; **/E** go to edit mode for the displayed record; **/C** change status for the displayed record; **/R** retrieve message for a record. The edit, change, and retrieve functions can only be used on an employee's own record.

For more information, call Marie Doolan in Telecommunications at 4-5058.

DeCordova event and raffle for breast cancer research
The annual ESSCO-MGH Breast Cancer Research Fund event, which benefits the laboratory of Wiley Souba, MD, ScD, chief of Surgical Oncology, will take place Oct. 7, 6:30 pm, at the DeCordova Museum, Lincoln. The MGH community is invited. Tickets cost $100.

Raffle tickets also will be on sale to help raise money for breast cancer research Oct. 5 and 6, 10 am to 4 pm, in the Central Lobby. Prizes include a round-trip, 10-day vacation to Ireland with airfare, hotel and Irish breakfast. For questions on either event, call Judi Casey at 4-6432 or Pat Skehan at 4-0469.

Events for PT Month
In recognition of Physical Therapy Month this October, MGH Physical Therapy will host a series of weekly information tables, 11:30 am to 1:30 pm, in the Central Lobby. The following topics will be presented: "Foot and shoe wear analysis," Oct. 7; "Fall prevention," Oct 14; and "Postural screening/ergonomic education," Oct 28. For more information, call 6-2961.

Domestic Violence Awareness
In honor of Domestic Violence Awareness Month, the MGH Domestic Violence Working Group and the HAVEN program are sponsoring a series of speakers and events throughout October. Next week, Rev. Anne Marie Hunter of Boston Justice Ministries will speak about "Justice and the Unjust Judge: Faith, Spirituality and Violence Against Women," Oct. 8, noon to 1 pm, in Walcott 2 Conference Room. For more information, call 4-0054.

Depression screening
The Employee Assistance Program (EAP) will participate in National Depression Screening Day Oct. 8 by offering free, anonymous and confidential screening to MGH and Partners employees. These 15-minute tests will be available on a walk-in basis, 7:30 am to 4:30 pm, VBK Building 427. For more information, call the EAP at 6-6976. Screenings also will be offered by the Depression Clinical and Research Program, 11 am to 6 pm, at 50 Staniford St., 4th floor. For more information, call 4-6532.

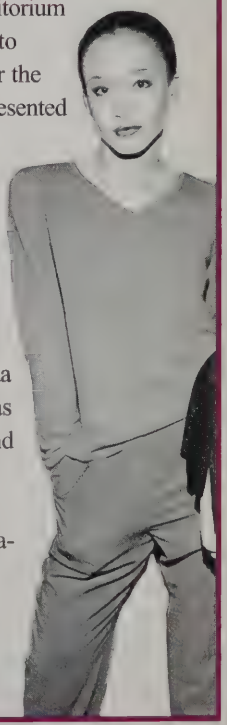
Auto loan special
The Harvard University Employees Credit Union (HUECU), which is onsite and available to MGH employees, is offering auto loans with a special 6.99 percent APR on new and 7.50 percent APR on used autos until Nov. 13. To apply or learn more about HUECU's financing and loan programs, visit the office on Clinics 134, call 6-1630 or e-mail *www.huecu.org.*

Eating disorders seminar
Primary care clinicians and trainees are invited to a symposium about "Detection and Management of Eating Disorders in the Primary Care Setting," featuring speakers from the MGH departments of Medicine, Pediatrics and OB/GYN, Oct. 17, 7:15 am to noon, in the O'Keeffe Auditorium. Admission is free, but preregistration is required. For more information, call the Harvard Eating Disorders Center at (617) 236-7766 or toll–free (888) 236-1188.

A model of success

The aisles of the O'Keeffe Auditorium were transformed into runways Sept. 24 for the first fashion show presented by Images, the MGH Hair and Skin Care Center. The show, geared toward women with cancer, featured specialty lines by Ann Taylor and Aveda skin care products, as well as swimsuits and breast prostheses by Amoena.

For more information or to make an appointment, call Images at 6-3211.



MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; or by fax to 6-7475; via e-mail to HOTLINE; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

October 9, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners completes affiliation with Faulkner Hospital

Partners, BWH and Faulkner Hospital announced Oct. 1 that the proposed network affiliation among the institutions has been reviewed by all necessary federal and state agencies, and the affiliation now is offical.

The affiliation involves the merger of the parent organizations of both Faulkner Hospital and BWH into a single entity named Brigham and Women's/Faulkner Hospitals, Inc. (BW/F). BWH and Faulkner will each maintain its own identity, boards of trustees, medical staff and administrative teams. BW/F will be a subsidiary of Partners HealthCare System.

A memorandum of understanding among the institutions was signed in April 1998, and the agreement was approved in August by the Massachusetts Department of Public Health.

"We are extremely pleased to welcome a hospital with such a well-deserved reputation for excellent care as Faulkner Hospital to Partners," says Samuel O. Thier, MD, Partners president and chief executive officer. "Having Faulkner Hospital join us will benefit patients throughout the network."

MGH to be Parkinson's disease center

The MGH is one of three institutions nationwide to be designated by the National Institutes of Health as a center for Parkinson's disease research and care.

The MGH was selected, along with Emory University in Atlanta and Johns Hopkins University in Baltimore, from among 22 institutions that applied. The MGH/MIT Parkinson's Disease Research Center will receive $1.4 million a year for five years. Last year, Congress authorized additional funding for the Parkinson's centers in honor of Rep. Morris Udall, a 30-year congressman from Arizona who has been debilitated by the disease.

MGH Neurology researchers Brad Hyman, MD, PhD; Xandra Breakefield, PhD; and John B. Penney, MD, will lead individual research projects, and John Growdon, MD, of MGH Neurology will lead clinical research. The MGH is collaborating with MIT, BWH and the University of Minnesota.

"It's an honor to have been one of the institutions selected to get this," says Penney, the center's director. "I hope our research will find the ultimate cause of Parkinson's disease."

In addition to conducting Parkinson's research, the center will train young researchers and physicians studying movement disorders at the MGH and BWH. A database also will be set up to track Parkinson's patients at both hospitals.

Parkinson's is caused by damage to a part of the brain that helps regulate movement. The disease generally starts after age 60 with tremors in the hands and gradually spreads, causing stiffness, slow movement and loss of balance.

The disease is treated with drugs that mimic dopamine, a

(Continued on Page 2)

Makin' Waves on the Boulevard

MGH•Revere HealthCare Center joined with the city of Revere to sponsor a breast cancer awareness event called "Makin' Waves on the Boulevard," Oct. 3. Thelma Houston, ("Don't Leave Me This Way") entertained the crowd. Karen Mosher, *inset right,* conducted a tour of MGH•Revere's mammography suite.

MGH recognizes Burn Prevention Week

Burn patients often are treated in a special bacteria-controlled environment.

Approximately 81 percent of all burn injuries occur in the home. One half of burn victims never touch a flame — their burns are caused by contact with a hot object or liquid, an explosion, an electrical appliance or chemical. Most fatal fires happen at night.

In recognition of Burn Prevention Week, Oct. 3 to 9, the MGH Sumner Redstone Burn Center offers the following tips to treat burn injuries:

Safety Tips

1. Stop the burning process by smothering the flames. Use the stop, drop and roll method if necessary.
2. Wash chemicals from the skin with lots of cool water. Never use butter, which is a grease and can contribute to the burning process. Never use ice, which can damage the skin and lower body temperature too fast.
3. Remove clothing, jewelry, shoes, etc. from affected area.
4. Keep burn victims warm by wrapping a blanket around them if possible.
5. Get medical attention immediately. Do not underestimate the severity of a burn injury, the extent of which may not be evident for 24 to 48 hours.

For more information about burn injuries, call the MGH Sumner Redstone Burn Center at 6-3354.

Antique ambulance finds new home

The MGH's original horse-drawn wooden ambulance has found a new home in the Main Lobby. Previously showcased in the Wellman Lobby, the 1873 ambulance was the first of its kind in the city when it began service. Stocked with stimulants, opiates and antidotes to common poisons, the ambulance was drawn up and down Boston's steep hills by a powerful draft horse. The ambulance was restored in the 1980s, and had originally been displayed in the lobby of the Wang Ambulatory Care Center.

Help for non-English-speaking patients

To assist non-English-speaking patients in communicating with hospital staff, booklets entitled "English in the Hospital" now are available in the MGH General Store for $1 each. The manual allows patients to look up words or phrases commonly used in a hospital setting to find accurate translations. If necessary, a patient can simply point to the appropriate phrase to communicate with caregivers.

The booklets are available in Arabic, Chinese, Creole, Farsi, French, German, Greek, Hebrew, Italian, Japanese, Khmer, Polish, Portuguese, Russian, Spanish and Vietnamese. Developed by Jean Swaim of the Ladies Visiting Committee with the help of MGH caregivers, the booklets currently are on display in the glass cases along the Main Corridor.

For more information, call Interpreter Services at 6-6966. ●

— Parkinson's disease center

(Continued from Page 1)

chemical that conducts signals in the brain. The drugs, however, become less effective with time, can cause disabling side effects and do not stop deterioration of nerve cells. If researchers could find the underlying cause of the disease, they could prevent it from progressing, Penney says.

MGH researchers already have some leads. They know that people with Parkinson's tend to have excessive accumulation of a normal brain protein called alpha synuclein.

"Something goes wrong with alpha synuclein to cause Parkinson's disease in most people. We don't know what that something is yet," Penney says. "The ultimate goal is to find out what goes wrong that causes the disease." ●

ADVANCES

Parental responsibilities limit careers of women in academic medicine

Child care responsibilities appear to be a major reason why female medical school faculty members often advance more slowly in their careers than their male counterparts. In a study in the Oct. 1 *Annals of Internal Medicine,* Phyllis Carr, MD, of the MGH Women's Health Associates, and collaborators at Boston Medical Center report results of a survey of almost 2,000 representative faculty members at 24 US medical schools, measuring their career progress, satisfaction and academic productivity.

"While there have been several studies that have compared the progress of male and female faculty members, this is the first paper to show that children and family specifically have effects on the careers of women in academic medicine," says Carr, the paper's lead author. She notes that previous studies that focused on women's promotion to associate and full professor showed little effect because they controlled for standard measures of academic productivity, such as research grants and publications. "Our results show that those productivity measures are exactly the factors most powerfully impacted by family responsibilities."

The survey found that women with children reported fewer peer-reviewed publications, slower career advancement and less career satisfaction than did men with children. Women with children also reported receiving less research funding from their institutions and less secretarial support. No significant differences in any of these areas were seen between female and male faculty without children. Specific obstacles to career advancement for women with children included meetings held before 8 am, after 5 pm or on weekends; lack of on-site child care, emergency leave or other leave options; and the absence of part-time tenure tracks at their institutions.

"The limitations of the current system mean that academic medical centers are not taking full advantage of the talents and skills of many women," says Carr. "And something that this survey was not able to show us is how many women have decided to leave academic medicine because of their family responsibilities, a number we would expect to be significant."

Helping women at the MGH

The Partners Office for Women's Careers (OWC) at the MGH was established in 1997 with the goal of strengthening career advancement and enhancing job satisfaction for women at the MGH. Directed by Nancy Tarbell, MD, the OWC is one of the programs designed to help eliminate the obstacles that can keep women from advancing in their careers. Other MGH efforts include the new Back-up Child Care Center and the Claflin Awards, which provide extra support to women pursuing promising research careers while raising children. For more information about the OWC, call 4-5229 or e-mail *OWA@mgh.harvard.edu.*

MGH, Partners cyclists support AIDS research

Mark Ogino, MD, of the NICU, *left,* and Greg Koski, MD, director of Human Studies, Research Affairs, rest from the rigors of pedaling in the 300-mile Boston to New York AIDS ride, which took place in September. The MGHers teamed up with others from Partners to join the more than 2,800 riders in the three-day trip benefiting AIDS care and research. The Partners Community Benefit Program helped support the effort by matching $500 on behalf of each rider.

Raising nearly $24,000 of the estimated $6.5 million raised at the ride this year, the Partners team also included MGHers Donald Lloyd-Jones, MD, Medicine; Benjamin Davis, MD, Infectious Disease Unit; Paul Barach, MD, Anesthesia; Emily Oken, MD, Medicine/Pediatrics; and Luis Melendez, Anesthesia/Biomedical Engineering. Also on the team were Frances Priddy, MD, BWH Medicine; Troy Tomilonus, BWH Quality Management Services; and Mary Clooney, Partners Information Systems.

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MGH HOTLINE

WHAT'S HAPPENING

MGH IHP graduate programs
The MGH Institute of Health Professions will hold an information session about its graduate programs in Clinical Investigation, Communication Sciences and Disorders, Nursing, and Physical Therapy, Oct. 15, 4:30 to 6:30 pm, at 101 Merrimac St. To attend, call 6-3140.

Domestic violence awareness
The HAVEN program and the MGH Domestic Violence Working Group are sponsoring events throughout Domestic Violence Awareness Month this October. Next week will feature the presentation "What's Love Got to Do With It: Working with Abusive Men," Oct. 15, noon to 1 pm, in the Walcott Conference Room 2. The program will be repeated Oct. 22, 6 pm at MGH•Charlestown HealthCare Center, second floor conference room, 73 High St., Boston. The Clothesline Project — a display of T-shirts made by and in memory of victims of domestic violence — will be exhibited Oct. 15 and 16, 1 to4 pm, MGH•Chelsea HealthCare Center, in the Eleanor Clark Conference Room, fourth floor, 155 Everett Ave., Chelsea. For more information, call 4-0054.

Manager/supervisor courses
Partners Learning and Diversity will offer a series of manager/supervisor classes beginning Oct. 13. Courses include Employment/Labor Laws and the Discipline Process, Interviewing 101 and many others. To register or for more information, call 6-2230.

Research coordinator seminar
The Clinical Research Program is sponsoring a lunchtime seminar, "The Women's Health Initiative Study — an Update," presented by Joy Higgins, MSN, of BWH, Oct. 15, noon to 1 pm, in the Wellman Conference Room. Registration is not required. For more information, call 6-3587.

North End hosts flu clinic
The MGH-affiliated North End Health Center is sponsoring free flu clinics for the community Oct. 13 and 20, noon to 3 pm, 332 Hanover St., Boston. All are welcome on a drop-in basis. For information, call Lois Gallagher, RN, at (617) 742-9570.

HIV and neuroendocrinology
The MGH Neuroendocrine Unit will present "Muscle Loss and Fat Redistribution in Men and Women with HIV: An Endocrine Approach," Oct. 20, 11:30 am to 1:30 pm, in the Walcott Conference Room. To attend, call 4-5545 by Oct. 13.

Speech-language pathology conference
The MGH Institute of Health Professions and the departments of Speech-Language Pathology at the MGH and Spaulding will host the Annual Conference in Medical Speech-Language Pathology, Oct. 17, 8 am to 4:30 pm, in the Wellman Conference Room. The cost is $115. To register and for more information, call 6-8019 or e-mail *sumner.sandra@mgh.harvard.edu.*

AMR ambulance services
American Medical Response (AMR), which recently became a preferred provider for Partners, has placed a representative at the MGH to facilitate ambulance and wheelchair van transportation for patients. To arrange services, call Anne-Marie Brassard in the Admitting Office, Monday through Friday, 8 am to 4 pm, at 4-4267. Off hours, call the same number to connect to AMR's 24-hour dispatcher service.

Child's play
The Employee Assistance Program will sponsor "Looking at Child's Play," a discussion addressing parents' concerns about age-appropriate play, Oct. 15, noon to 1 pm, in the Burr Conference Room 5 and 6, Bartlett Hall Extension. For more information, call at 6-6976.

Social Service rounds
The MGH Social Service Department will present the next of its grand rounds, "Cultural Considerations in Providing Health Care to Cambodian Patients," Oct. 15, 10:30 am to noon, O'Keeffe Auditorium. For more information, call 4-9115.

Ethics forum
The MGH Ethics Task Force will present "Ethical Challenges in Children," Oct. 14, 5 to 6 pm, in the Ether Dome. A reception will be held at 4:30 pm. All are welcome and registration is not required. For more information, call 4-9188.

Circus tickets
The MGH Employee PERKS program is offering discount tickets for the Ringling Bros. and Barnum & Bailey Circus Oct. 28, 7:30 pm, at the Fleet Center. Tickets cost $23 and are on sale in the Warren Library or at the CNY Security Desk. To purchase tickets, employees need to bring their IDs.

Crime prevention fair

Andrew Pagnotti, of Police and Security, describes the role of an MGH patrol officer to Amy Vacchina, of Human Resources, *left,* and Tricia Bhola, an information ambassador, at the hospitalwide Crime Prevention Fair Oct.1. The event, which took place under the Bulfinch Tent, featured booths promoting the programs and services of the Police, Security, Parking and Photography departments. Munching on free popcorn and collecting giveaways, MGHers meandered through the exhibits, which provided information from bike and Halloween safety to crime prevention and commuting.

MASSACHUSETTS GENERAL HOSPITAL

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October 16, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Winners of the Charles/MGH T station design competition chosen

It was a tough decision for a jury of seven distinguished design experts, but the winners of the Charles/MGH T station design ideas competition were selected Oct. 9. Sixteen entries were chosen — five for first awards, six for honorable mention and five for citations — among the 133 submissions of ideas to renovate the ailing subway station.

The entries were judged on originality and quality of design; successful integration with adjacent buildings and activities; provision of a renewed sense of purpose to the public spaces; celebration of the Charles Circle area as a gateway to Boston; ease of movement for pedestrians, automobiles and trains; and limitation of train noise.

These winning ideas will be considered in the ultimate design of the new station. The competition was meant as a prelude to the formal solicitation by the MBTA of design proposals for the renovation.

The MGH has been working closely with the MBTA and a coalition of community groups and institutions to acquire support for renovating the station, creating better accessibility for MGH patients as well as employees, staff and the general public.

From left, John Messervy, director of Capital and Facilities Planning for Partners; Karen Argiris, director of construction for the MBTA; James J. Mongan, MD, MGH president; Barbara Barkan, deputy director of design for the MBTA; and Abner Mason, undersecretary for the Massachusetts Executive Office of Transportation.

Collaboration creates new Center of Excellence in Women's Health

Harvard Medical School (HMS) recently received a contract from the US Department of Health and Human Services to establish a National Center of Excellence in Women's Health in collaboration with the MGH and its health centers, BWH and Beth Israel Deaconess Medical Center.

Called the Harvard National Center of Excellence in Women's Health, the center will provide innovative, community-based health care for women — with a special emphasis on the health needs of minority women — as well as outreach, research and education programs to further improve care.

"The remarkable feature of this contract is that it will help the three hospitals and the medical school accomplish what none alone could do," says Eleanor Shore, MD, dean for faculty affairs at HMS and deputy director of the center. "The new level of collaboration will increase community outreach to all women both in clinical care and health education. At the same time, it will catalyze an expansion of the medical school curriculum in women's health and support the advancement of women to academic leadership positions."

The center will encourage more research into women's health, particularly issues related to minority women; develop educational programs and culturally sensitive materials about women's health; and strengthen the role of minority women in participating institutions.

Starting in November, women will be able to call a toll-free number to obtain information or set up appointments to receive a wide variety of clinical services at a single site. Appointment specialists will inform callers of participating institutions and ask where they prefer to receive care. For

(Continued on Page 2)

Ether Day honors MGHers

The MGH celebrates Ether Day Oct. 16, honoring 1,314 employees and staff *(listed in enclosed insert)* who have worked at the hospital for 5, 10, 15, 20, 25, 30, 40, 50 and 60 years. Festivities will take place 2 to 4 pm, with a ceremony at 2:30 pm, under the Bulfinch Tent.

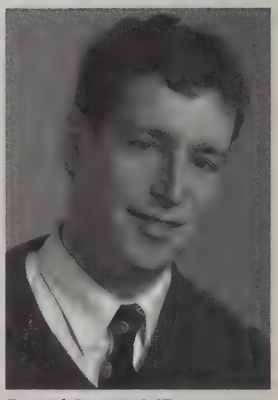
On Ether Day, departments will give employees pins and colored flowers distinguishing years of service. This year, the honorees fall into the following categories:

60-year employees/white roses (2); 50-year employees/yellow roses (6); 40-year employees/white and purple carnations (20); 30-year employees/solid purple carnations (77); 25-year employees/orange carnations (143); 20-year employees/pink carnations (187); 15-year employees/yellow carnations (171); 10-year employees/white carnations (481); and 5-year employees/red carnations (227).

The annual Ether Day dinner for 20-, 25-, 30-, 40-, 50- and 60-year recipients will be held at the Sheraton Boston, Oct. 22. Invitations have been mailed to these employees' homes.

ADVANCES

Collaborative study finds first genetic clues to brain tumor treatment



David Louis, MD

A team of researchers from the MGH and the London (Ontario) Regional Cancer Centre have discovered genetic changes that indicate whether chemotherapy would be effective in treating anaplastic oligodendrogliomas, a particular type of brain tumor. The discovery, described in the Oct. 7 *Journal of the National Cancer Institute,* has the potential for significantly improving treatment of patients with these tumors.

Patients whose tumors have the genetic pattern identified in this study — loss of a portion of chromosome 1 — have excellent treatment results with chemotherapy, a treatment that is ineffective against most brain tumors. Patients without the identified pattern can avoid the toxic side effects of chemotherapy.

David Louis, MD, of the MGH Department of Pathology and Neurosurgery Service, the paper's senior author, says, "This is the first time that molecular genetic analysis has been applied successfully to the diagnosis of brain tumors and the first time we've been able to define which brain tumors are going to respond to chemotherapy." Molecular genetic analysis — the use of genetic information to classify tumors, as opposed to traditional methods that rely on a tumor's physical appearance — has been used for several other sorts of tumors.

Louis and his MGH team collaborated with a London group led by J. Gregory Cairncross, MD, that previously had discovered oligodendrogliomas' sensitivity to chemotherapy drugs. Louis and his group had identified a number of genetic variants in the malignant brain tumors called gliomas; combining their expertise, the researchers found that the chromosome 1 loss was powerfully and significantly associated with response to chemotherapy.

"This means that patients whose tumors have this defect have an excellent chance of surviving at least five years after diagnosis because virtually 100 percent of these tumors respond to chemotherapy," says Louis. Other MGHers on Louis's research team are Keisuke Ueki, MD, David Lisle, Dianne Finkelstein, PhD, Jonathan Silver, Paul Stark, MS, and Yasushi Ino, MD.

—*Women's Health*

(Continued from Page 1)

those who do not have a preference, referrals will alternate between Beth Israel Deaconess and Partners facilities. Additional goals of the center include supporting the development of best-practice models for health care for all women; broadening the use of outcome measures and patient surveys to evaluate clinical services and patient satisfaction; expanding the use of community-based primary care and preventive health care services; developing mechanisms to ensure the career advancement of women in participating institutions; and developing better curricula in women's health. ●

Ether Day 1998

FOR SIXTY YEARS

RAYMOND ADAMS
IRVIN BLANK

FOR FIFTY YEARS

ANNE GODLEY
JEROME GROSS
JOHN NEMIAH
VINCENT PERLO
PAUL RUSSELL
JOHN STOECKLE

FOR FORTY YEARS

MORTIMER BUCKLEY
WILLARD DAGGETT
GILBERT GAFF
JAMES GIGLIO
HERBERT HAESSLER
HELEN HERZAN
GEORGE JACOBY
ROBERT KAHN
JOSEPH LYNSKEY
CAROL MILBURY
THELMA NILAND
ANTHONY PATTON
JORDAN RUBOY
CHARLES SANDERS
ROBERT SCHAPIRO
SARITA WALZER
FLORENCE WILLIS
GERALD WINKLER
EDWIN WYMAN
NICHOLAS ZERVAS

FOR THIRTY YEARS

ERIC ABLORH
WILLIAM ANDERSON
THEODORE BARKAS
SANDRA BASMAJIAN
DAPHNE BECKFORD
RONALD BENZ
EDWARD BLACKER
HERBERT BOERSTLING
GARY BUTLER
VIRGINIA BUTLER
FELIX CARBONEL
MARGARET CAREY
EDWARD CARTER
KATIE CARTER
MARY CARTY
CATHARINE CHASE
DOLORES COLLINS
ROBERT COLVIN
GEORGE CUTLER
MARY DICKIE
DOMENIC DISALVO
PAULINE DONAHUE
EDWARD DUGGAN
HELEN DUNBAR
THOMAS DURANT
CAROLA EISENBERG
VICTORIA FAY
GAIL FENNESSY
GERALDINE FERRETTI
JULIA FORDE
VEETLYN FORDE-GLASGOW
CYNTHIA GARCIA
CLOVINA GOODMAN
BARBARA GRZYBEK
JUDITH HALL
JOHN HERRIN
ADOLPH HUTTER
GARY JACOBSON
NANCY JENNER
HAZEL JOSEPH
PATRICIA KELLEHER
STEPHNEY KERR
HENRY KEUTMANN
AARON LAZARE
BARRY LEVINE
BERNARD LEVY
EUGENE MARK
ELIZABETH SMITH MCDONALD
MARGARET MCDOUGALL
JOSEPH MCGRATH
JEANNETTE MCWILLIAMS
SHIRLEY MITCHELL
ASHBY MONCURE
ELAINE MONTGOMERY
CRYSTAL MOORE
MARLENE MORALDO
RUTH NALLY
JOAN O'CONNOR
JUDITH OCONNOR
SANDRA PAQUETTE
CHESTER PIERCE
JAMES PIZZIFERRI
EDNA RILEY
NINA RUBIN
CATHERINE SAMPSON
MARILYN SCHWARTZ
EDWARD SELDIN
BARBARA STERLING
ANNETTE STRUZZIERO
LORRAINE SUTTON
MATILDE TANNER
CAROL UPHAM
MARY WALDRON
SUSAN WASAK
BERNICE WEEKES
JOAN WHARTON
RITA ZIELSTORFF

FOR TWENTY-FIVE YEARS

NANCY AGUILAR
MARY ALBRECHT
CHRISTINE ALEJUNAS
GABRIELLE ALEXANDRE
ELLEN ANDERSON
ADELINA APURA
DOROTHY BAKON
JOSIE BAKON
ARTHUR BARSKY
JACQUELIN BASTILLE
CARL BAXTER
DAVID BEECH
JERROLD BERNSTEIN
IRMA BETANCOURT
PAUL BLACHMAN
KIM BOLTON
ANGELO BORDONARO
RICHARD BOWE
IRENE BROUILLARD
MARLENE BROWN
SUZANNE BURKE
ANITA CAREW
CHARLES CARTER
MARIE CLEMENT
LINDA COBURN
DIANNE CRAWFORD-FLEMMING
BARBARA CURRAN
JAMES DAVISON
SHEILA DEAR
EVELYN DEBERARDINIS
AHZELLA DECOSTA
FELICIANO DELVALLE
EILEEN DOLAN
JEAN DONOVAN
KAREN DOPPKE
MARIE DORISCA
GERALD DOYLE
JENNIFER DUBOSE
OWENA DUNN
MAYARD ELYSEE
PHYLLIS FAIRCHILD
EILEEN FARRELL
CHARLENE FEILTEAU
BETTY FILLIOS
THERESA FLYNN
GERTRUD FONDREN
EMELINA FREDERICK
JANICE FYFIELD
GREGORY GALLICO
MARGIE GALLO
EILEEN GARDNER
SUZANNE GAUTREAU
GILLIAN GEFFIN
NORINE GENTNER
ALLAN GOROLL
PETER GROSS
JOHN HARRIS
ELISE HAUENSTEIN
DANIEL HELLER
DONALD HERD
DAVID HOOPER
LINDA JENNINGS
NANCY JULIANO
JOSEF JUNEK
BAN KHAW
HELEN KIDDY
MARYANNE KIELY
MARY KING
JEROME KLEIN
KERSTIN KORPI
NICHOLAS KOURETAS
HARVEY LANDER
WILLIAM LATTA
VERONIQUE LAURETTE
LAURESTON LAYNE
MARTIN LEBER
YHU-HSIUNG LEE
PAUL LINDQUIST
DIANA LOGAN
CARLOS LOURENCO
EUNICE LYDON
EVELYN LYNES
DAVID MACLAUGHLIN
CAROL MARCOTTE
MARGARET MARINO
JOAN MARTIN
SINCLAIR MAYCOCK
DOROTHY MAYERS
MARILYN MCGRATH
ANNA MCGUIGAN
RUTHELLEN MCKINNON
DONNA MILLER
WILLIAM MINICHIELLO
JOSEPH MONACO
JOAN MONAHAN
EDITH MONDESIR
MARY MORGAN
DAVID MOSHER
WALTER MOULAISON
ANNETTA MURPHY
GEORGE MURRAY
MARLENE NORTON
MADELINE ODONNELL
LAURIANE OLEARY
MARY OLEARY
TERRENCE O'MALLEY
PAUL ONEILL
PAUL PALERMO
PAUL PAPPAGIANOPOULOS
DALE PARECHANIAN
BEN PILCH
JOAN PRIEST
JANICE PRIME
MARIE RATEAU
JAMES RHEA
VIRGINIA RICHMOND
MICHAEL ROSENBLATT
NANCY SCHAEFFER
ANN SCHWARTZ
KELLY SKIPPER
DAVID SLOVIK
LOIS SLOVIK
WILLIAM SOMERS
WILLIE STEPHENS
ROBERT STERN
ELAINE STROUSKY

JOAN STUBBS
CHARLES SWANSON
SUSAN THEL
JOANNE THISTLE
LEONARD TOCHKA
CHRISTINE TOWLE
SUSAN TYLER
GRACE VALLE
JACK WANDS
HAROLD WEINTRAUB
CHARLES WELCH
ELSA WHITE
BARBARA WILKES
ROBERT WILKINSON
LEE WITTERS
MELINDA ZITIN
RANDALL ZUSMAN

FOR TWENTY YEARS

JULIE AHN
LINDA ARDISSON
MYRON BEAL
KATHLEEN BELSKY
EUGENE BERESIN
BARBARA BERKMAN
NEILA BETTINCOURT
W. STEPHEN BLACK-SCHAFFER
DYAN BLEWETT
SANDRA BOCK
MAUREEN BONANNO
LINDA BOUCHER
DEBORAH BOUDROW
SHARON BOYD
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BARBARA BRESLAU
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BEVERLY BUCZYNSKI
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WILLIAM CARLSON
REBECCA CARNEY
ELEANOR CARRIERI
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PAULA CLAY
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MARGARET COLEMAN
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RITA CORREA
SANDRA CREASER
INGRID CRICHLOW
CLAUDIA CURADO
GEORGE DEC
VERONICA DECOSTA
ROBERTA DEE
KATHRYN DEGENOVA
RICHARD DESIMONE
MORRIS DIAMANT
JANET DOHERTY
DONNA DONNELLY
SAMUEL DOPPELT
WILNER DUBUISSON

JOANNE EMPOLITI
SUSAN ENGLISH
MASHA ETKIN
STEPHEN FASANO
MICHAEL FIFER
SETH FINKELSTEIN
ANNE FIORI
MARI FRAUENHEIM
JULIE FREEDMAN
MAUREEN GARRON
MARK GEBHARDT
WENDY GERSHLAK
PAULA GIOVINAZZO
PATRICIA GORHAM
DONNA GREENBERG -
ELIZABETH GREENE
MAFILDA GUPPY
STARFORD GUPPY
MARILYN GWINN
SHELAH HALL
CATHERINE HANNIGAN
NANCY HARRIS
KENRICK HARVEY
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ELLEN HELLEBERG
JOHN HERGENROTHER
EULAWN HERON
DAVID HERZOG
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CAROLYN HINTLIAN
ROBERT HINTON
ROBIN HOLLOWAY
PHILIP HOLZMAN
MICHELE HULLUM
MARGARET HYNES
INES JACKSON-WILLIAMS
MARION JANKUN
JACQUELYN JARMEL
ROSA JOHNSON
KATHERINE KEEFE
MORRIS KELLEY
KIMBERLY KENT
ANNE KLIBANSKI
EDWARD KOSKI
RICHARD KRADIN
HERBERT KROHN
HELEN KULIG
IRENE KUTER
DAVID KUTER
WALTER LACEY
BRUCE LARAMEE
CRAIG LATHAM
MARGARET LEGER
AMY LEVINE
LINDA LINEBACK
KAREN LIPSHIRES
PAUL LIPSITT
PHILIP LITCH
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THERESA MACDONALD
FREDERICK MANSFIELD
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DEBRA MARTORI
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BREIDA MCGLAME
MARY MELLONI
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ARMAND NICHOLI
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ANDREA NIXON
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PATRICK O'GARA
CATHANICE OGISTE
MARJORIE OLEARY
BARBARA OWENS
LOIS PARKER
PATRICIA PARRELLI
ANETTA PIERRE
GAIL PISARCIK-LENEHAN
DANIEL PODOLSKY
ROBERTA PRESSMAN
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JODY ROBERTS
VINCENT ROBERTS
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STEPHEN SAFFORD
JAMES SANDERS
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JO-ANNE SHEPARD
JOSEPH SIMEONE
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RICKEY SIMMONS
LEE SIMON
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VALERIE SPICER
DIANNE STENWALL
ALISON STRONG
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MICHAEL SULLIVAN
PATRICIA SULLIVAN
SHARON SULLIVAN
NEELAKANTAN SUNDER
LILLIE TABB
JAGDISH THAKRAL
SHIRLEY THOMAS
JANE THORBECK
PEARL TIBBETTS
KATHARINE TREADWAY
AILEEN TUBRIDY
MICHAEL UNDERWOOD
JUDITH UNDERWOOD-DERAN
FRANCIS VACANTI
MARIANN VETERE
MARJORIE VOLTERO
CAROLYN WASHINGTON
CHARLES WEISS
IRENE WELSTON
WENDY WERNER
ANNIE WILSON
HENDERSON WINSTONE
TSUNEHIRO YASUDA
RYCHARD ZAK

FOR FIFTEEN YEARS

BARBARA AIELLO
PAUL ALFILLE
KIMBERLY ALLEN-BLAIR
FITZROY ANDREW
LINDA ANDRIST
LISA ARGUIN
DORIS AYER
SUSAN BARISANO
MICHAEL BARRY
HASAN BAZARI
CLARE BECK
DOMINIQUE BELLET
MICHAEL BELTON
DONALD BERWICK
STEPHEN BLANCHARD
PAUL BOEPPLE
DONNA BOULEY
LISA BOWERS
JOHN BOYLE
NANCY BREEN
JOHN BRENNAN
SHARON BROTHERS
SHEILA BROWN
MARY BULMAN
MARIE CAGGIANO-YASIEN
HORACIO CANTIELLO
JOHN CAROLAN
JOAN CARRICK
REGINA CAVALLARO
ANTONIETTA CERBONE
SAVANN CHEN
ANTONIA CLARK
CHRISTOPHER COLEY
ANN COLLINS
KAREN COSTELLO-MOSHER
EUGENE COURTISS
MARYANN CROWLEY
ROBIN DELANEY
LINDA DELLORUSSO
PATRICIA DONOVAN
PATRICIA DOYLE
ANNE DRISCOLL
KIM EAGLE
PATRICIA ANN FAVAZZA
ANITA FEINS
JUDITH FERRY
JOEL FINKELSTEIN
JUDITH FISCH
CHRISTINE FITZGERALD
JOAN FITZMAURICE
JANE FLANAGAN
ANNE FONSECA
HARRY FORD
LESLIE FRANK
PAUL GARTLAND
KAREN GERACI
JUDITH GIBIAN
ANNE GILSON
MICHAEL GITTENS
JOY GOLDENBERG
BYRON GOOD
MARY GOOD
NANCY GOODE
JEANETTE GUNTHER
DANIEL HABER
PETER HALPERIN
PAUL HAMBURG
SUSAN HANEFFANT
PATRICIA HANSON

THERESA HARRIGAN
PATRICIA HARRON
EMILY HAYDEN-MCDOWELL
GALE HAYDOCK
NEVILLE HENDERSON
MICHELLE HERRY-GALLOWAY
WENDY HOBBS
KAREN HOENIG
RICHARD HORAN
BARBARA JONES
VIRGINIA JORDAN-HOAR
ELLIS KATZ
BARBARA KELLEY
LINDA KELLY
ANN KENNEDY
RICHARD KIM
EDWARD KINGSTON
SANDRA KIRLEY
FULTON KORNACK
SANDRA LAFT
MARY LAURIAT
LEROY LAVINE
JOAN LEBEL
ROBERT LEVENSON
ROBERT LEVINE
ANDREW LITTMAN
GWILYM LODWICK
PRINCESS LOMAX
JANICE LOWE
ALICE LUONGO
HOLLEY MACDONALD
DOROTHEA MACRINA
FRANK MALTAIS
KAREN MANNING
MARY MANNING
ETHELINE MARCELLE
KATHLEEN MARTIN
JOHN MATHEWS
NOREEN MCCARTHY
BARBARA MCDADE
MARY MCDONOUGH
FRANCIS MCGOVERN
PATRICIA MCGRAIL
DAWN MCLAUGHLIN
PHYLLIS MCNALLY
PATRICIA MCNAMARA
CHRISTINE MCNAMARA-JAE
MARGARET MICHAUD
NORMAN MICHAUD
KAREN MIGUEL
RICHARD MILLER
RONALD MONROE
JOHN MOORE
SANDRA MURPHY
MARY NELSON
ELAINE NOONAN
HARRY ORF
MARY PAPAGNO
ELLEN PAQUETTE
LISA PAUL
FRANK PESANELLO
ROSEMARIE PHILLIPS
ALLAN PINEDA
ROBIN POLANSKY
VIJAYA RAMESH
CYNTHIA RANKIN
JOHN RODERICK
GILBERT ROY
CAROL RUPRECHT
CELESTIA RYANS
GARY SACHS

JUDITH SCHEER
MARC SEMIGRAN
MARTHA SERGEL
PATRICIA SHORT
SUSAN SHEA
[redacted]
KATHLEEN SULLIVAN
SANDRA SUMNER
AMY SWEIGENBERG
DAVID SYSTROM
ANN TAYLOR
CHERYL TIERNO
CAROLYN TOLMAN
RONALD TOMPKINS
VIRGINIA TOSNEY
MARY UNGARO
JOSE VENEGAS
HALYNA VITAGLIANO
CHRISTINE WATKINS
MARIE WEBSTER-DELGIZZO
VAN WEDEEN
BENSON WHITE
MARIAN WILSON
HARLAND WINTER
LISA WITHAM
JOHNSON WONG
LISA WONG
SCOTT YATES
LINDA YOUNKER
LUBA ZAGACHIN
LINDA ZAMVIL

FOR TEN YEARS

LINDA ABATE
MA[redacted]AMS
ALI[redacted]DRA ADAMS
JOHN AGRI
TONYA ALEXANDER
IDA ALLEN
CAROLE ALLEN
SHELLY AMIRA
LILLIAN ANANIAN
MICHAEL ANDREGG
THEODORE ANDERSON
NANCY ANNIS
M. AMIN ARNAOUT
PHILIP AURON
LOREGENE AVRIL
BABAK BAKHTIARI
ELIZABETH BANDURA
ANTHONY BANKS
KATE BARBA
SUSAN BARDZIK
KELLY BARNES
ROXANNE BARNETT
CAROL BARNSTEAD
WALLACE BARROWS
JOSEPHINE BARTIE
VERA BARTOLO
ANN BASS
IGNACIO BATISTA
ANN BECKER
MELVIN BENIQUEZ
ANDRE BERNARDS
KA[redacted]BEST
PRA[redacted]BHIDE
DEBORAH BIAGIONI
PERRY BICKEL
LAURIE BIEL

LUCA BIGATELLO
RENEE BIGAUD
REGINALD BIRNGRUBER
THEODORE BISCHOFF
KENNETH BISHOP
MARK BLAIS
HUBERT BLUM
KAREN BOOKER-CIAMPA
STEPHEN BOSWELL
GINNA BOTANA
MICHELLE BOUCHARD-MURP
MAUREEN BOYCE
KAREN BOYD
RICHARD BRAGA
ANNE BRANDL
VICTORIA BRIDEAU
LYNNE BRODSKY
LYNETTE BROWN
WILBY BROWN
MICHAEL BROWN
LEONARD BROWNE
FITZROY BROWNE
NANCY BRYANT
DOMINIC BUA
CLAIRE BUCKLEY
GAE BURCHILL
MICHELE BURNS
JIMMY CABAN
GIUSEPPE CACIA
LOUIS CAJOU
MARIA CALLA
PAULINE CAMERON
JANICE CAMERON-CALEF
CLAIRE CAPELESS
DAVID CAPLAN
DONNA CAREY
JOHN CARLOZZI
EVELYN CARROMERO
GAIL CARSON-FERNANDES
WILLIAM CASEY
BARBARA CASHAVELLY
PATRICK CAWLEY
BARBARA CENTENO
ERNST CETOUTE
MARIA CHANDLER
SOU CHE-FONG
BOBBY CHERAYIL
KIRSTEN CHERVINSKY
MARY CHESSON-DELOATCH
JOANNE CHICOS
RICHARD CHIPMAN
LINCOLN CHRISTMAS
HOLLY CHUEH
DANIEL CHUNG
ANNA CHURCHILL
ROBBIN CLEARY
LIZABETH CLINE
PATRICIA COFFEY
CHRISTOPHER COLECCHI
MARY COLLINS
ELLYN COLLINS
MARTHA CONANT
PATRICIA CONCANNON
ALASDAIR CONN
MARY CONNOLLY
MARIE CONTRADO
KATHLEEN COOK
GAIL COREY
RONALD COSTELLO
CATHERINE COTHERN
JAMES COTTON

LEONARD COTTON
SALLY COWLES
PAUL CRAIGIE
DEBORAH CROSBY
BARBARA CROSSCUP
GLENDA CUMMINGS
SALIN DAHLBEN
NAVA DANA
JOHN D'ANGELO
ELAINE DAPRILE
MICHELLE BOUCHARD-MURP
YURI DASHEVSKY
LISA DAVIE
JUAN DELMORAL
JOANNE DELYANI
VIDYUT DESAI
KATHLEEN DEVANEY
CAROL DINKES
ELIZABETH DITRAPANO
PATRICIA DOHERTY
PAULA DOOLEY
TERESA DOYLE-CREAMER
YOLANDA DOZIER
MARGARET DRAKE
LYNN DRAKE
PAUL DUFFLY
SHEILA DUFFY
MARIE DUPIC
NANCY DYER
GWENDOLYN ELLIS
ANNE EMMERICH
JOHN FALLON
NOREEN FANTASIA
SCOTT FARREN
JOSE FELIZ
NEIL FINLAYSON
CHRISTINE FLYNN
ANNE FOGARTY
SHEILA FORESTA
FAITH FORTUNE
JOHN FOSTER
TRACEY FOX
GUY FREDETTE
MICHAEL FREDRICKSON
SUSAN FREEDMAN
ALICE FULLER
LESLIE FURTADO
MICHAEL GALLIVAN
THOMAS GARDELLA
THERESA GARVEY
DONNA GAY
CHERYL GEAR
GAIL GELEP
NANCY GENTILE
ARNOLD GEORGE
MARY GIANATASSIO
STEPHANIE GILL
HUGH GILL
LEAH GIUNTA
RONNI GOLDSMITH
CHERYL GOMES
FELICITY GOODRIDGE
CHARLENE GORDEN
LOUIS GOURDET
SUSAN GRABAR
PIERRE GRANDOIT
MARIE GREEN
DIANE GREER
DONNA GREGORY
PATRICIA GRELLA
LEIGH GRIFFIN
JUDITH GULLAGE

PATRICIA GUSTIN
CHERYL HADRI
WILLIAM HALL
DIANE HALL
SUZANNE HALLY
GERARD HAMEL
JULIE HAMILTON
KARL HANSON
ELLEN HARRIGAN
DEBORAH HARRISON
MARION HART
KENNETH HASPEL
SHERYL HASSETT
AGNES HAVERTY
BARBARA HAWLEY
ANDREA HAYE-LEWIS
LEILA HAYWOOD
EDMOND HAZELL
ELIZABETH HELMAR
LISA HILTON
ETHEL HILTON
JOHN HOGAN
GILBERT HOSS
ELIZABETH HOWARD
CHUNG HSU
XIANG HUANG
ANNETTE HUSSEY
ELAINE HYLEK
DONNA INESON
ROBERT INSOFT
DANIEL IRGENS
JAMES ISRAEL
JEANETTE IVES-ERICKSON
MARGARETHA JACOBSON
EILEEN JEFFERSON
LISE JOHNSON
MARY JOHNSON
R. PAUL JOHNSON
ROBIN JONES
KAMALA JONES
PATRICIA JOSEPH
KRISTIN JOYCE
MARY JOYCE
CARMELA JULIANELLO
DIANA JURCZAK
DONALD JUTRAS
MARK KAPLAN
JAYNE KASSEL
ROSALIND KEARNEY
DENISE KEEFE
BARBARA KELLY
DAVID KENNEDY
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SHARON WILLIAMS-WHITAK
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BARBARA WOO
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JAMALD WRIGHT
HONG YANG
SYED ZAIDI
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EVANGELINA ALVAREZ
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CORAL AMARTEIFIO
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TAO XIE
ELAINE YOUNG
SARAH ZHANG
RICHARD ZIEGLER
DEBORAH ZOLLNER

Test your infection control IQ

In recognition of Infection Control Week, Oct. 17 to 24, the MGH Infection Control Unit is promoting education hospitalwide with the following quiz for MGHers.

1. **Hands should be washed**
   a. before and after direct patient contact
   d. after removing gloves
   b. before/after eating, drinking, smoking
   e. after using the toilet
   c. whenever there is any doubt about contamination
   f. all of the above

2. **Occupational Health screening for TB (tuberculosis) is required**
   a. every month
   b. every year
   c. only when exposed to TB

3. **Personal protective equipment (i.e. gloves, gowns, goggles, etc.) should be worn**
   a. every time you enter a patient room
   b. only if there is an isolation sign on the door
   c. for potential contact with blood, body fluid, mucous membrane, nonintact skin

4. **In the case of an occupational exposure to blood**
   a. scream for help and call your doctor
   b. wash the area, call Occupational Health for immediate treatment
   c. wash your hands and fill out an incident report

Bonus

What is the cheapest, easiest and most effective way to stop the spread of infection?

As part of the week's festivities, the Infection Control Unit will host an information exhibit in the Central Lobby, Oct. 19 to 23, 11:30 am to 1 pm. Bring completed answers along with name, department and phone number to the exibit table to be eligible for a prize drawing. For more information, call 6-2036.

New teleconference room dedicated

A new cardiology teleconference room located on Blake 1 was dedicated Oct. 10 in memory of Edgar Haber, MD, the former chief of Cardiology at the MGH, who died in 1997 at the age of 65.

During the 24 years that he served as chief, Haber brought the MGH Cardiac Unit to international prominence and trained many world leaders in cardiology.

"Dr. Haber was a giant of modern molecular cardiology," says Mark Fishman, MD, chief of Cardiology. "We at the MGH owe him a great debt. I view this room as a 'cardiology chapel' in which to honor his approach to science and medicine."

The new teleconference room will allow physicians to view live images from the new cardiac catheter lab that will open in February on Blake 9. The new teleconferencing capability will be designed to offer consultations with BWH and other institutions. ●

Mark Fishman, MD, second from right, with Haber family members Graham, far left, Carol and Justin in front of Edgar Haber's portrait.

Couple thanks MGH

When Betty and Patrick Carpenito of Stoneham, Mass., had their 40th wedding anniversary this September, they threw a party to celebrate the matrimonial milestone and thanked the MGH for helping them to get there.

In lieu of gifts, the couple requested that guests make donations to the MGH Gillette Center for Women's Cancer. Betty has been a patient at the MGH since she was diagnosed with ovarian cancer four years ago. Today Betty attributes her improved health to her caregivers. "They saved my life," she says. "I wanted to give back a little of what I've received." ●

From left, Janet Gallant, RNC, Patrick and Betty Carpenito and oncologist Arlan Fuller, MD, chief of Gynecologic Oncology.

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MGH HOTLINE

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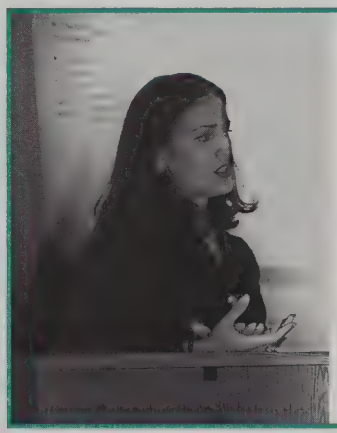
WHAT'S HAPPENING

Garage elevator construction
Renovations to improve the elevators in MGH's Fruit Street and Parkman Street garages, begin Oct. 19 and are expected to continue through January. During this time, one elevator will operate in each garage. To alleviate long waits during peak periods, a designated shuttle service will transport people to their cars. Stairwells also are available in the north and south ends of each garage. For more information, call Dave Ryan at 4-3786.

Pastoral care awareness
In recognition of National Pastoral Care Week Oct. 19 to 23, the MGH Chaplaincy will host an information table outside the MGH General Store, Oct. 21, 11 am to 1 pm. For more information, call the Chaplaincy at 6-2220.

Back-up Child Care Center open house
All MGH employees are invited to an open house celebrating the grand opening of the Back-up Child Care Center Oct. 21, 3 to 4 pm. Located in the Warren Lobby, the center provides emergency child care services for children of MGHers when normal arrangements are unavailable. Beginning Nov. 2, services will be extended to children of outpatients. The center cares for children from age 15 months to 12 years and is open Monday through Friday, 6:30 am to 6 pm. For more information, call 4-7100.

Online computer class registration
Partners Information Systems Training now has made computer workshop registration available on its website *http://www.pbt.com/partners*. The site also provides course descriptions and schedules.



AMMP hosts Latino festivities

While savoring zesty Latin cuisine, MGH and Partners employees gathered Oct. 8 to celebrate Latino Month at a luncheon sponsored by AMMP – the Association of Multicultural Members of Partners. The event featured guest speaker Dharma Cortes, PhD, of the Department of Social Medicine, Harvard Medical School, who discussed "Latinos in Healthcare and How They Have Progressed."

Schwartz Center Rounds
All MGH caregivers are invited to the Schwartz Center Rounds Oct. 30, noon to 1 pm, in the Walcott Conference Room. This month's discussion is entitled "Caring for the Colleague Who Has Cancer." Lunch will be served starting at 11:45 am. To register, call 4-6862.

Programs for cancer patients
The MGH Cancer Center Patient and Family Support Program will present the following programs next week, noon to 1 pm, in the Cancer Resource Room, Cox 1: "Radiation and Breast Cancer," Oct. 19; "Just What is Cancer Anyway?," Oct. 20; and "Pain and Cancer: How We Can Help," Oct. 21. For information, call 4-1822.

Domestic violence awareness
In recognition of Domestic Violence Awareness Month, the MGH Domestic Violence Working Group and HAVEN program will sponsor "What's Love Got to Do With It: Working with Abusive Men," Oct. 22, MGH•Charlestown HealthCare Center, 6 pm, second floor conference room. For more information, call 4-0054.

Tae Kwon Do
Learn self defense and get a workout by participating in the MGH Tae Kwon Do program starting its new session Oct. 26. Classes will meet Mondays and Thursdays, 6:30 to 7:30 pm, and Fridays, 5:30 to 6:30 pm, in the basement of Ruth Sleeper Hall. To register contact Woosik Chung by Oct. 23 at 6-5227 or at *wchung@helix.mgh.harvard.edu*.

Alternative medicine seminar
Spaulding and the Harvard Medical School Department of Continuing Education will sponsor a seminar, "Complementary and Alternative Medicine in Rehabilitation," Oct. 30, from 8 am to 4:30 pm, at the George Sherman Union, Boston University. Tuition is $200, and a reduced fee is available for allied health professionals, residents and fellows. To register or for more information, call (617) 432-1525 or e-mail *http://www.med.harvard.edu/conted/*.

PT for balance disorders
The next gathering of the Vestibular Support Group at MEEI will feature a presentation "Physical Therapy for Dizziness and Balance Disorders" by Mara Wernick-Robinson, MS, PT, of the MGH Physical Therapy Department. MGHers are welcome to attend the presentation, which will take place Oct. 20, noon to 1:30 pm, fifth floor conference room, MEEI. For more information, call (781) 894-8344.

OB/GYN seminar
Dana–Farber/Partners CancerCare is offering a continuing medical education seminar for clinicians, "Breast Cancer: Early Detection and Treatment," Nov. 7, 8 am to 12:30 pm, at the BWH Bornstein Amphitheater. The course is free, but registration is required. To attend call (617) 632-5856 or email *donna_ walthall@dfci.harvard.edu*.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

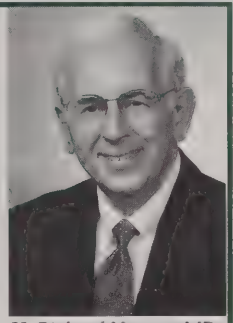
October 23, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

IN MEMORIAM

Partners loses health care "visionary"



H. Richard Nesson, MD

H. Richard Nesson, MD, who helped oversee the formation of Partners HealthCare System, died unexpectedly of a heart attack Oct. 18 at his home in Chestnut Hill. He was 66.

In 1993, Nesson was integral in bringing together the MGH and BWH to form Partners, one of the first such affiliations among major academic teaching hospitals in Massachusetts. He went on to serve as the first chief executive officer of Partners from 1994 to 1997 and president from 1995 to 1997.

"This is indeed a loss for the entire Partners system," says Samuel O. Thier, MD, president and CEO of Partners. "Dick laid the foundation for this integrated system of eminent health care institutions. He and his vision certainly will be missed terribly."

Uniting health care institutions was not new to Nesson, who was actively involved

(Continued on Page 2)

MGH to lead major national study of bipolar disorder

The MGH has been chosen by the National Institute of Mental Health as the coordinating center for a national research study into the treatment of bipolar disorder, more commonly called manic-depressive disorder. The study will be supported by a five-year grant of more than $20 million, making it the largest psychiatric clinical research program undertaken anywhere.

The MGH team, led by Gary Sachs, MD, will collaborate with clinicians at the University of Pittsburgh, the University of Colorado and nine other centers in a program designed to evaluate existing treatment protocols and speed the process by which treatments are tested and introduced into clinical practice. The MGH team also includes investigators from McLean Hospital, BWH and Harvard Medical School.

"Being chosen to lead this project is a tremendous honor," says Edwin H. Cassem, MD, chief of MGH Psychiatry. "The outstanding work of Dr. Sachs and his colleagues in the MGH Bipolar Program now will be a model for an effort that will improve the care of patients everywhere."

People with bipolar disorder experience extreme mood swings, from excessive "highs" called mania to the dark "lows" of depression. According to the National Depressive and Manic Depressive Association, more than 2 million Americans have bipolar disorder, and as many as two-thirds are undiagnosed, misdiagnosed or poorly treated for a condition that can be life-threatening.

"Without proper treatment, 15 to 20 percent of people with bipolar disorder will die by suicide," says Sachs. "When appropriately treated, their risk is no greater than that of the general population. And treatment can make a huge difference in

(Continued on Page 2)

Schwartz Center hosts a musical evening

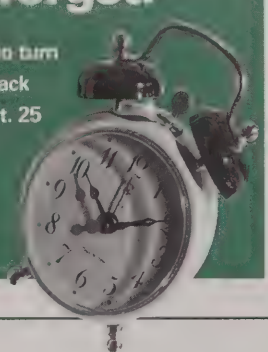
Approximately 900 guests enjoyed a special performance by Keith Lockhart, conductor of the Boston Pops Orchestra, and his wife violinist Lucia Lin, at the third annual Schwartz Center dinner Oct. 13 at the Westin Hotel. Putting down his conductor's baton for the evening, Lockhart instead played the piano in accompaniment to Lin's soulful violin performance.

(Continued on Page 2)

Lockhart and Lin

Don't forget:

Remember to turn your clock back one hour Oct. 25 at 2 am to return to standard time.



— MGH to lead bipolar disorder study

(Continued from Page 1)

people's lives by alleviating symptoms that could ruin their careers and their relationships."

Medications available to treat bipolar disorder — lithium and certain anticonvulsant drugs — enable many patients to return to productive lives, but these drugs are not perfect. Some patients' symptoms improve but do not disappear; others may not respond to any current medication. In addition, patients who remain symptom-free for extended periods of time may be tempted to stop their medication, putting them at risk for relapse.

New medications on the horizon may prove more useful for bipolar patients. In addition, individual and group psychotherapy can provide crucial help and support to bipolar patients and to their family and friends. The challenge facing physicians and patients today is determining which combination of medications, therapy and other interventions would best meet the needs of each individual patient.

"There are about two dozen potential new drugs out there," says Sachs. "Evaluating each of them in separate studies would be complex and very time-consuming. This project will establish a framework for coordinated testing of these medications and for quickly sharing new information from our research or from studies conducted elsewhere, giving us a clearer picture of how well particular treatment approaches work in real-world situations."

The project will establish 12 treatment centers across the country — at the MGH, Pittsburgh, Colorado and nine additional centers to be chosen in the coming months. The centers' staff psychiatrists and clinical specialists will be trained in the use of diagnostic techniques and treatment guidelines developed within the MGH Bipolar Program. The treatment centers also will gather and share data on treatment outcomes in consenting patients and offer patients the opportunity to participate in clinical trials of new medications and treatment protocols.

"Simply implementing at participating centers the treatment guidelines, which have been supported by national and international experts, should improve the care of about 5,000 patients," Sachs says. "As we refine and improve those guidelines, develop new ones based on studies of new treatments and share that information with the wider psychiatric community, we hope to eventually impact the care of tens of thousands of patients in the United States and around the world."

Key members of the MGH research team include Lee Cohen, MD, Christina Demopulos, MD, Andrew Nierenberg, MD, Michael Otto, PhD, Mark Pollack, MD, Noreen Reilly-Harrington, MD, and Adele Viguera, MD, at the MGH; Andrew Stoll, MD, at BWH; Ross Baldessarini, MD, John Hennen, PhD, and Roger Weiss, MD, at McLean Hospital; and Richard Frank, PhD, at Harvard Medical School. ●

— Partners loses a "visionary"

(Continued from Page 1)

in the affiliation of BWH's predecessor hospitals, the Peter Bent Brigham, the Robert Breck Brigham and the Boston Hospital for Women, in 1980. He served as president of the newly formed BWH for 15 years, beginning in 1982.

In 1997, after stepping down as BWH and Partners president, he took on the roles of president emeritus of the hospital; chairman of the board of Partners Community HealthCare, Inc., the network of community-based physicians affiliated with Partners; and senior consultant to Partners. He also maintained his role as professor of Medicine at Harvard Medical School.

"Dick Nesson was an extraordinary leader in health care whose wisdom and counsel at Partners have been invaluable," says James J. Mongan, MD, MGH president. "We will miss him greatly."

Nesson was the founder and first medical director of Harvard Community Health Plan, and after joining BWH, he directed the Robert Wood Johnson Foundation program aimed at improving outpatient services at 15 of the country's academic medical centers, including Johns Hopkins, Yale New-Haven and Vanderbilt.

"His accomplishments as a leader in academic medicine are legendary," says Jeffrey Otten, who succeeded Nesson as president of BWH. "But as great as his professional accomplishments were, Dick Nesson, the man, was even greater. A compassionate, generous leader and visionary, he has been an inspiration to us all."

Nesson served as a health care advocate in a variety of roles, including chairman of the Massachusetts Hospital Association, director of the Massachusetts United Way, chairman of the Harvard Medical Center AIDS Committee and a member of the Policy Advisory Committee of the Massachusetts Supreme Judicial Court.

— Schwartz Center

(Continued from Page 1)

Housed at the MGH, the Kenneth B. Schwartz Center is a nonprofit organization dedicated to strengthening the relationship between patients and caregivers.

Other highlights of the dinner included remarks from Jerome Groopman, MD, chief of Experimental Medicine at Beth Israel Deaconess Medical Center and author of *The Measure of Our Days,* which explores the spiritual lives of patients with serious illness; and a video called "That Human Touch," highlighted a program sponsored by the Schwartz Center at St. Elizabeth's Medical Center, which aims to enhance residency training through visits to patients' homes.

Kenneth Schwartz was a prominent health care lawyer who died in 1995 of lung cancer. While battling the disease, Schwartz wrote a poignant article, published in the *Boston Globe Magazine,* detailing his harrowing journey through the health care system and emphasizing the need to nurture the human connection in health care. ●

MGHers continue the Ether Day tradition

Pieces of MGH history reveal themselves each year on Ether Day as the hospital applauds its employees — some who have worked at the MGH for more than half their lives — for their years of service. Among the 1,314 honored at the event, which took place Oct. 16 underneath the Bulfinch Tent, was 60-year recipient Irvin Blank, PhD, of Dermatology, whose groundbreaking studies of the skin and its properties, gave him the title, "the father of moisturizer."

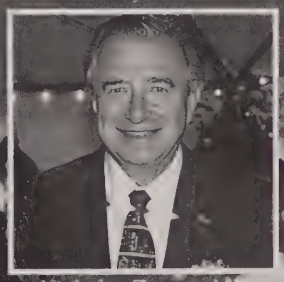
Blank, who is 96, shared the spotlight with fellow 60-year recipient Raymond Adams, MD, chief of Neurology from 1951 to 1978. Adams, who is 87, was instrumental in helping to establish Neurology's training program, which is ranked today among the best in the country. While serving at the MGH, he earned an international reputation both as an authority on neurological diseases and as an inspiring teacher.

The six 50-year employees, who together total 300 years of service, include Anne Godley, MD, Medicine; Jerome Gross, MD, Dermatology; John Nemiah, MD, Psychiatry; Vincent Perlo, MD, Neurology; Paul Russell, MD, Surgery; and John Stoeckle, MD, Medicine. These individuals, along with all other employees celebrating 20, 25, 30, 40 and 60 years, were additionally recognized at the annual Ether Day dinner held at the Sheraton Boston Oct. 22.

James J. Mongan, MD, president of the MGH, extended his congratulations to all recipients at last week's Ether Day ceremony, which each year recognizes employees who have worked 5, 10, 15, 20, 25, 30, 40, 50 or 60 years. "I am enormously impressed by the length of time people are associated with this institution." he said. "The reason the MGH is great is right here under this tent."

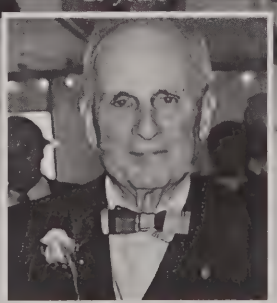
Irvin Blank, PhD
60 years

Joan O'Connor, RN
30 years



Nicholas Zervas, MD
40 years

Jennifer Dubose, LPN
25 years



Vincent Perlo, MD
50 years

Sandy Hession,
[illegible]

Mary Dickie
30 years
Jeanette Ives Erickson, RN, MS
10 years

Dorothy Bakon, 25 years
Ahzella Decosta, 25 years
Shirley Mitchell, 30 years
James J. Mongan, MD, MGH president

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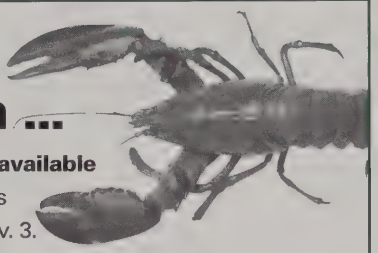
MGH HOTLINE

It's just a little pinch...



Flu vaccine will be available to MGH and Partners employees beginning Nov. 3. This year's program has the theme "It's Just a Little Pinch," helping to remind employees that staying well during flu season is fast and simple.

Despite the flu vaccine's known effectiveness, many employees do not get vaccinated. Myths regarding flu vaccine can be the most significant barrier to increasing vaccination rates among hospital employees. Some of these myths include:

- "The vaccine is not effective." The vaccine has an established effectiveness rate of 80 percent.
- "I developed flu from the vaccine." This is impossible as the vaccine is made with killed virus. Some people coincidentally may develop another viral infection around the time of vaccination.
- "I am not at risk of getting the flu." Everyone is at risk of being infected. Flu spreads easily and is often spread from person to person before people are aware they or others are infectious.
- "I don't have the time." Flu vaccination takes several minutes and is readily available at the following locations:
  - Central Lobby — a drop–in clinic will be held from Nov. 3 to 14, 7 am to 5 pm. Bring employee badge and wear sleeves that roll up.
  - Most patient care units through the peer vaccination program.
  - Some physician clinical rounds.
  - At the Occupational Health Service, Clinics Building 382, by appointment only.

For more information, call Occupational Health at 6-2217.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

WHAT'S HAPPENING

United Way campaign begins
The 1998 United Way campaign kicks off at the MGH Nov. 2. Pledge cards and campaign information will be distributed with paychecks Oct. 29 for employees who receive monthly paychecks and Nov. 5 for those paid weekly. MGHers who turn in their pledge cards will be eligible for weekly raffle prize drawings throughout the campaign, which ends Nov. 25. Stay tuned to *Hotline,* for more United Way campaign highlights. For more information, call 4-6424.

Nursing recruitment campaign launch
The MGH will launch a nursing recruitment campaign Oct. 27, 2 to 4 pm in the Main Corridor. Presentations will be given and exhibits will display recruitment ads. For more information, call 4-6317.

Bake sale
Pick up some Halloween goodies at a bake sale to benefit patients of MGH Pediatric Hematology/ Oncology Oct. 27, 9:30 am, outside the MGH General Store.

Complementary medicine
MGH Women's Health Associates and the Kenneth B. Schwartz Center will co-sponsor a presentation series, "Complementary Medicine Approaches to Health and Illness." The next program, "Eastern Approaches to Healing: Acupuncture and Tai Chi," will take place Nov. 12, noon to 1 pm, in the Wellman Conference Room. To register, call 4-5001, enter mailbox number 1364479, press "#" and leave name.

Clinical Research Program
The Clinical Research Program (CRP) will sponsor a course entitled "Clinical Research Coordinator Workshop — Conducting Clinical Research Studies" Nov. 9, 8 am to 5 pm, in the Wellman Conference Room. To register or for more information, call 6-3310 or visit the CRP website at *http://www.crnet.mgh.harvard.edu.*

Domestic violence awareness
In recognition of Domestic Violence Awareness Month, the Domestic Violence Working Group and the HAVEN program will sponsor the presentation, "Silent Victims: Children Who Witness Domestic Violence," Oct. 29, noon to 1 pm, in Walcott Conference Room 2. For more information, call HAVEN at 4-0054.

Quit smoking
Celebrate the Great American Smokeout Nov. 19 as a nonsmoker with the help of the MGH Quit Smoking Service, which will be hosting an eight-week group program Tuesday evenings beginning Nov. 3, at 5:30 pm. The sessions will discuss nicotine replacement and Zyban, preparation for quitting, stress management, weight control and relapse prevention. To join the group, call the Quit Smoking Service at 6-7443.

Women's health symposium
The MGH Women's Health Committee will sponsor a free symposium about health concerns of women Oct. 27, 5:30 to 7:30 pm, with a reception at 5 pm, in the O'Keeffe Auditorium. Speakers from the MGH, BWH and Harvard Medical School will discuss such issues as stress management, healthy eating and weight, exercise, sleep problems and skin care issues. To register, call (800) 711-4644 or fax name, phone number and address to 4-6466.

October 30, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Dedicated to child care

Toddlers and preschoolers frolicked in the playroom while MGHers gathered for the official dedication of the new Backup Child Care Center Oct. 21.

Located off the Warren Lobby, the center is for children of MGH employees who need a place to go when regular child care arrangements are unavailable. Beginning in November, children of MGH patients also can enjoy the benefits of onsite child care at the center.

The development of the center was spearheaded by the Women in Academic Medicine Committee, which helps strengthen career advancement and job satisfaction for women faculty members at the MGH.

"Our committee, with the leadership of honorary trustee Jane Claflin, identified child care as one of the major issues that can prevent young doctors and researchers from flourishing in their careers," says Isaac Schiff, chief of the MGH Vincent Obstetrics and Gynecology Service, who also chaired the Backup Child Care Center Committee. "We are celebrating this center because of Mrs. Claflin's vision, energy and commitment to helping all MGH employees balance productive careers and happy family lives."

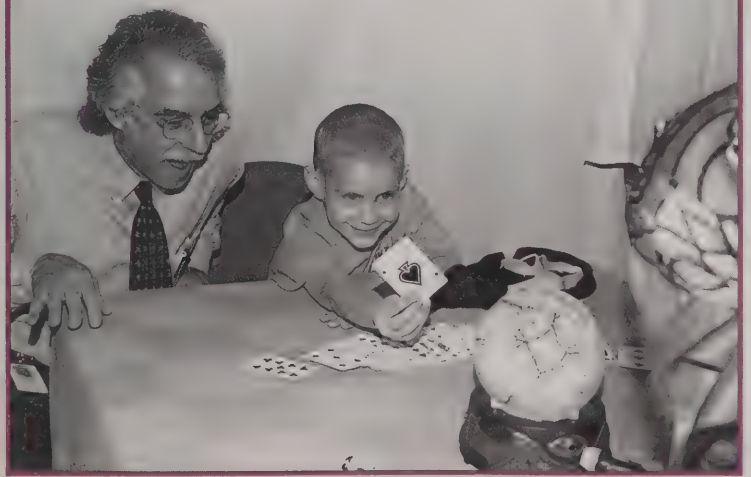
The new facility, believed to be among the first of its kind in a hospital, features a synthetic rock-climbing wall, a lighthouse-shaped play/stage area, a mini-computer lab, an indoor sand pit, an arts and crafts center, a costume closet, an outdoor play yard built on a cushion made from recycled tires and many other fun and educational toys, games and activities.

The center is open Monday through Friday, from 6:30 am to 6 pm, for children 15 months to 12 years old. For more information, call 4-7100.

Amanda takes a break from playing at the Backup Child Care Center.

You soon will run into great luck ...

Howard Weinstein, MD, of Pediatrics, and his patient David Hussey, 7, had their fortunes read by "Madame" Marilyn Gifford at a haunted house this week on Ellison 18. Set up by MGH child life specialists, the event brought screams and laughter to many brave youngsters and adults. Catch the pediatric patients in disguise as they trick-or-treat to 13 sites around the MGH Oct. 30, beginning at 11:30 am.



Celebrating Physical Therapy Month in October

Linda Guerin, 48, could barely move her arm when she began physical therapy 10 months ago. After fracturing her humerus bone and damaging nerves around the injury, she could not even tie her shoes. She had difficulty working and had to sleep sitting up. As Guerin's fracture healed, Kathy Pierce, MS, PT, OCS, developed a treatment program for Guerin that included gentle exercises to increase her strength and mobility. Guerin now has returned to work and, Pierce adds, will be able to resume hobbies like kayaking by the spring.

Guerin is just one of the many types of patients physical therapists see at the MGH each day. Physical therapists help restore people with a wide range of health problems to their highest level of physical function. Numbering more than 60, Physical Therapy staff members can be found in just about every corner of the MGH — in both inpatient and outpatient settings and specialty care areas such as orthopædics, neurology, pediatrics and cardiopulmonary.

(Continued on Page 2)

Open enrollment period approaches

The open enrollment period begins Nov. 2, giving MGH and Partners employees the opportunity to review benefit choices and make changes if desired.

Open enrollment packets will be mailed to employees' homes this week. Employees who became eligible for benefits after Sept. 25 should contact the Benefits Office to make changes for 1999.

Employees can stop by information sessions, called BeneFairs and QuickStops, to ask questions about various benefit programs. At the BeneFairs, employees can talk with representatives from companies that provide benefits and programs to the MGH. Benefits Office staff and generalists will be available to answer questions at the QuickStops.

Schedule for BeneFairs and QuickStops

BeneFairs in Walcott Conference Rooms
Nov. 3 - 7:30 am to 1 pm
Nov. 18 - 1:30 to 5 pm

BeneFairs at CNY
Nov. 4 - 8 to 11 am
Nov. 10 - 2 to 5 pm

QuickStops at MGH
Nov. 6 - 10 am to noon in Burr Conference Room 1
Nov. 11 - 1:30 to 3:30 pm in Walcott Conference Room 2

QuickStops at CNY
Nov. 13 - 2 to 4 pm
Dec. 1 - 10 am to noon

North Shore has new president

The North Shore Medical Center (NSMC) recently appointed Alexander Movahed as president and chief executive officer of the Partners-affiliated institution. Movahed served as interim president since January of this year and previously served the organization for more than 20 years as senior vice president for Operations.

In expressing his support for this decision, Samuel O. Thier, MD, president and CEO of Partners, says, "In keeping with Alex's distinguished history at The North Shore Medical Center, he has served admirably as interim president over the past nine months, and his leadership has kept the institution on its successful course. As we work together to build on the progress we have made over the past several years, I am pleased that Alex will be at The NSMC's helm." ●

— Physical Therapy Month

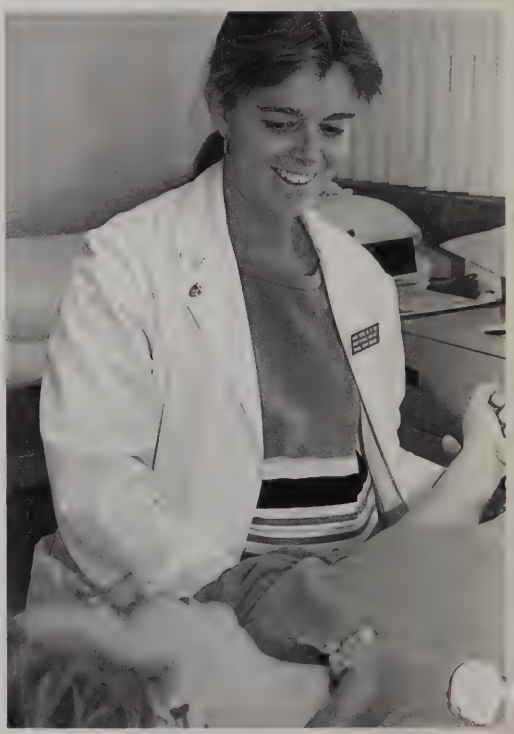
(Continued from Page 1)

Andrew Granger, a 13-year-old who had a brain tumor, lost voluntary movement on his right side after contracting meningitis. Jen Griffin, MPT, started by helping him move around in bed and then walk. Gradually as he improved, she worked with him on high-level coordination and balance exercises, emphasizing those he would enjoy. Three weeks later and ready to leave the MGH, Andrew was kicking a soccer ball through the hallway.

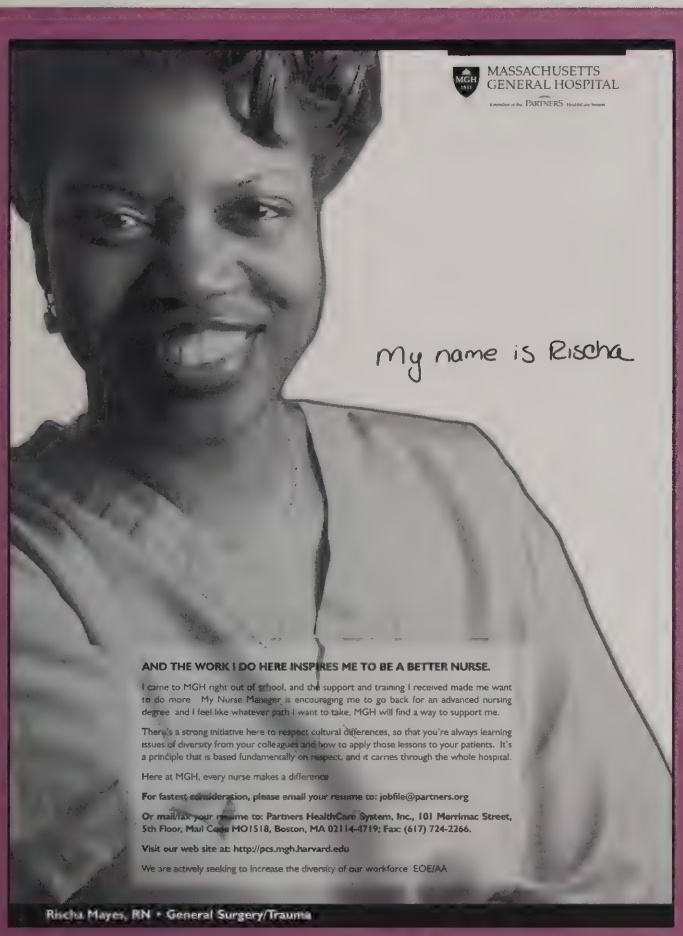
His lungs damaged by a rare pneumonia, Ted LeClair, 55, needed pulmonary rehabilitation. Before physical therapy, LeClair required oxygen 24 hours a day and would tire easily performing simple tasks like washing, dressing and getting out of bed. Diane Heislein, MS, PT, OCS, developed a program that included aerobic conditioning and strengthening exercises. She then determined his progress by monitoring his oxygen levels and tolerance to the exercise program. After 11 weeks of physical therapy, LeClair no longer needed supplemental oxygen and increased his walking distance on a treadmill ten-fold.

To better serve its patients, Physical Therapy is currently renovating its space on ACC 128. The outpatient service has expanded hours of operation to Monday through Friday, 7 am to 7 pm, and Saturdays, 8 am to noon. In addition, the inpatient service extended its hours to Saturdays and Sundays, 8 am to 6:30 pm. Physical therapy services also are available at the MGH health centers in Revere, Charlestown, Chelsea and the new Mass General West facility in Waltham.

To schedule a physical therapy appointment at the MGH or for more information about its services and other locations, call 6-2961.



Kathy Pierce, MS, PT, OCS, helps a patient with an elbow fracture.


MASSACHUSETTS GENERAL HOSPITAL
My name is Rischa
AND THE WORK I DO HERE INSPIRES ME TO BE A BETTER NURSE.
I came to MGH right out of school, and the support and training I received made me want to do more. My Nurse Manager is encouraging me to go back for an advanced nursing degree and I feel like whatever path I want to take, MGH will find a way to support me.
There's a strong initiative here to respect cultural differences, so that you're always learning issues of diversity from your colleagues and how to apply those lessons to your patients. It's a principle that is based fundamentally on respect, and it carries through the whole hospital.
Here at MGH, every nurse makes a difference
For fastest consideration, please email your resume to: jobfile@partners.org
Or mail/fax your resume to: Partners HealthCare System, Inc., 101 Merrimac Street, 5th Floor, Mail Code MO1518, Boston, MA 02114-4719; Fax: (617) 724-2266.
Visit our web site at: http://pcs.mgh.harvard.edu
We are actively seeking to increase the diversity of our workforce EOE/AA
Rischa Mayes, RN • General Surgery/Trauma

Kickoff of MGH nurse recruitment campaign

Meet Rischa Mayes, RN, above, of the General Surgery and Trauma Unit. She is one of several nurses who are sharing their experiences at the MGH for a nurse recruitment and image campaign, which was launched Oct. 27. Mayes and several of her colleagues were chosen for the campaign because they represent the range and scope of the Nursing Department's clinical practice, cultural diversity and patient care areas that have vacant positions.

"Recognizing the excellence of our nursing staff and understanding the need to retain and attract promising new graduates and seasoned experts, the department of Nursing has developed this campaign to create and promote a positive and lasting image for nurses," says Bonnell Glass, RN, MS, executive assistant to the senior vice president for Patient Care Services.

These campaign ads will be printed in regional and national professional publications and local newspapers to recruit for nursing positions at the MGH.

The Patient Care Services Human Resources team and the Department of Nursing will host a job fair Nov. 15, noon to 4 pm in the WACC lobby. Human Resources representatives and nurse managers will be available for questions and interviews. For more information, call 6-5140.

United Way campaign begins Nov. 12

The 1998 MGH United Way campaign kicks off Nov. 12 with pledge cards and campaign information being distributed through Payroll. Last year, the MGH raised approximately $111,000 for the United Way, making it the top fundraiser of Boston-area hospitals.

The goal of this year's campaign is to increase employee participation according to Joan Quinlan, director of the MGH Community Benefit Program and chair of this year's campaign. "The United Way campaign is a natural extension of the hospital's mission, not only to care for our patients, but also to care for our community," says Quinlan. "Even though our fund-raising efforts for the United Way have been exemplary, our total employee participation rate has been below average. I hope this year's campaign will encourage employees to make a pledge and show their support for important United Way programs."

Look for more information about the United Way campaign in the next issue of *Hotline*. For more information, call 4-6424.

UNITED WAY
OF MASSACHUSETTS BAY

DeSanctis awarded professorship

Roman DeSanctis, MD, of MGH Cardiology has been named the first incumbent of the Evelyn and James Jenks/Paul Dudley White Professorship in Medicine at Harvard Medical School.

The $2.75 million academic chair was established by Evelyn and James Jenks as well as through gifts from MGH patients. This is the first endowed chair for MGH Cardiology.

Roman DeSanctis, MD

Paul Dudley White, MD, known as the founder of cardiology, had a long and prestigious tenure at the MGH. He also was a close friend of Evelyn and James Jenks and periodically gave advice to James Jenks about his business, Sanborn Company, which produced medical diagnostic equipment.

Evelyn and James Jenks also were patients of DeSanctis. The Jenks left $500,000 in their estate for the academic chair. Another $1 million comes from the Jenks Foundation, and the remaining funds come from patients and friends. ●

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MGH HOTLINE

WHAT'S HAPPENING

MGH IHP graduate information programs

The MGH Institute of Health Professions will hold an information session about its graduate programs in Clinical Investigation, Communication Sciences and Disorders, Nursing and Physical Therapy, Nov. 12, 4:30 to 6:30 pm, at 101 Merrimac St. To attend, call 6-3140.

The art of fathering

The Employee Assistance Program's next Work/Life seminar will discuss the topic of "Fathering," Nov. 5, noon, in Burr Conference Rooms 5 and 6, third floor, Bartlett Hall Extension. The presentation will address men's more active role in the parenting of their children, and the challenges that arise personally and professionally. Fathers, mothers and all other interested employees are welcome. For more information, call the EAP at 6-6976.

Life of a support group

"Life of a group," a presentation for MGH employees, will simulate a cancer support group. Members of a health care team will portray the complicated web of issues cancer patients confront. The program, which is jointly sponsored by the MGH Social Services, the MGH Cancer Center and Smith-Kline Beecham, will be held Nov. 12, 4 to 6 pm in the O'Keeffe Auditorium. Overflow seating will be available in the Wellman Conference Room where the program will be teleconferenced. For more information, call Sarah Murphy, MSW, at 6-5841.

Clinical research careers for fellows

William Crowley, MD, director of the Clinical Research Program at the MGH, will discuss the roles of mentors and mentees at the next Fellows Seminar Nov. 2., 5 to 6 pm, in the Bigelow 8 Conference Room. Fellows interested in clinical investigation are encouraged to attend. For more information, call 6-3310 or visit CRP website at *www.crnet.harvard.edu*.

Vincent Club symposium

The Vincent Club will hold a medical symposium and luncheon Nov. 9, 9:30 am to 2 pm, in the O'Keeffe Auditorium. The program focuses on innovative approaches and therapies in women's cancers. Speakers include Thomas Toth, MD, director, Vincent In-Vitro Fertilization Program; Anne Kathryn Goodman, MD, director of the Gynecologic Oncology Fellowship Program and Colposcopy Clinic at the MGH; and Barbara Smith, MD, PhD, director, Comprehensive Breast Health Center and co-director, MGH Gillette Center for Women's Cancers. Pre-registration is required by Nov. 2, and the cost is $40. To register, call 523-3900.

Treadwell OVID classes

The Treadwell Library will offer Web/OVID classes Nov. 13 and 18, 11 am, in the Treadwell Library Conference Room. To sign up or to arrange additional individual or group sessions, call 6-8600.

HMS career development program

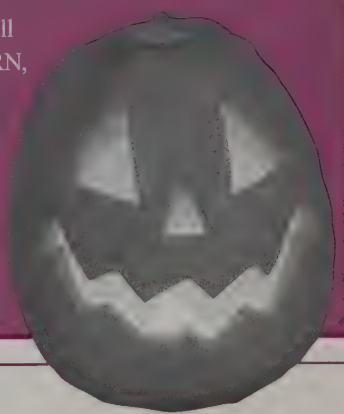
Harvard Medical School (HMS) will co-sponsor an upcoming Career Development Series designed for physicians in post-doctoral training, residents and junior faculty. The session, "Time Management II," will be presented by Harry Greene, MD, executive vice president of the Massachusetts Medical Society, Nov. 4, 5:15 to 7:30 pm, at the Longwood Galleria Conference Center. The session is a follow-up to an earlier presentation Oct. 21 but is appropriate for first-time participants. Pre-registration is required by calling (800) 322-2303, ext. 1022. For more information, call (617) 432-0552.

Safety tips for little goblins

Trick-or-treating is a fun time for everyone. However, it also can pose potential safety hazards. The MGH Pediatric Nursing staff offers parents the following tips for keeping Halloween trouble-free.

- Light colors or reflective tape should be used on costumes to ensure visibility.
- All costumes should be flame resistant.
- Hems (and tails) should be short enough to prevent tripping when climbing stairs.
- Rules should be set on how much candy can be eaten on Halloween night.
- Candy should only be eaten that has been individually wrapped and inspected by an adult.
- Small children should not be given hard or chewy candy as it poses a choking hazard.
- An adult should always accompany smaller children, best before dark.
- Only go to houses that are well-lit and welcoming.

For more safety tips, call Mary Lou Kelleher, MS, RN, at 4-5720.



MASSACHUSETTS GENERAL HOSPITAL

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November 6, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Studies show need for improvements in cardiovascular treatment

MGH researchers have recently published two studies pointing out limitations in physician treatment of cardiovascular disease. In the Oct. 26 issue of *Archives of Internal Medicine,* Randall Stafford, MD, PhD, of the MGH General Medicine Division and the MGH-Partners Institute for Health Policy, and his colleagues report that American physicians treating patients with atrial fibrillation are slow to incorporate newer medications into their practice. Atrial fibrillation is a type of arrhythmia or irregular heartbeat that can lead to stroke.

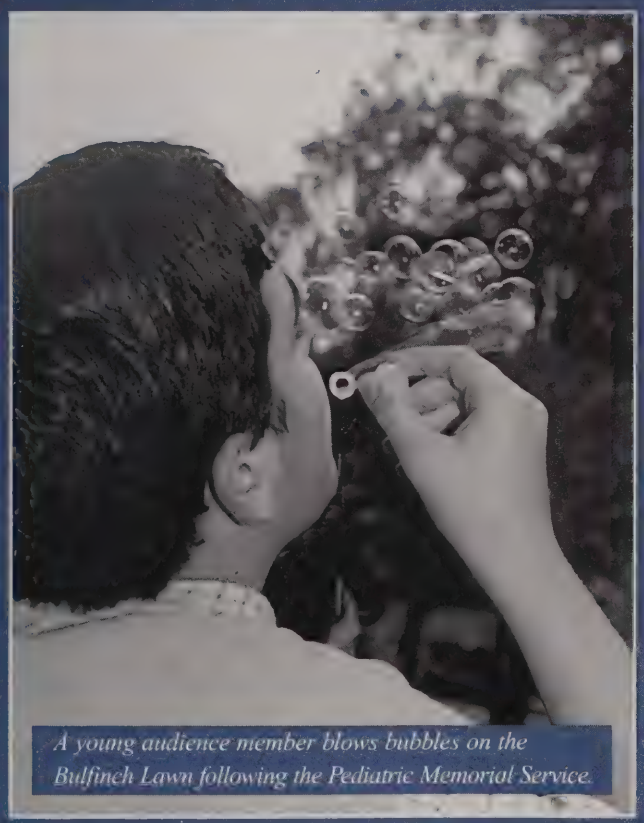
The researchers looked at physicians' rates of prescribing two types of antiarrhythmic medications — rate control medications and sinus rhythm medications — and found that older medications continue to be used in most patients, even though newer options may be more effective and have fewer side effects. They also found that overall usage of these medications may be too low.

In the Nov. 1 issue of the *Journal of the American College of Cardiology,* Stafford and David Blumenthal, MD, director of the Institute of Health Policy, reported that many physicians could do more to prevent cardiovascular disease in their patients. In their analysis of services

(Continued on Page 3)

A salute to veterans

Veterans Day is Nov. 11, a time when the United States remembers and recognizes men and women who have served and continue to serve in the armed forces and reserves. Today, the MGH community includes employees who have served in World War II, the Korean, Vietnam and the Gulf wars, as well as during peace time. "We honor these individuals who have served and continue to serve our country," says Jeff Davis, senior vice president for Human Resources at the MGH. "We are proud to have them as part of the MGH family."



A young audience member blows bubbles on the Bulfinch Lawn following the Pediatric Memorial Service.

Remembering the children

Kathie Pazola, RN, of the Pediatric Nursing Service, keeps thoughts of her young patients close to her heart.

Speaking at the Pediatric Memorial Service Nov. 1, she shared the words of an adolescent patient, Derek, who a month before his death wrote in his journal: "It is love that connects my soul to everyone else's. And it is love that will let me live on in the hearts of others."

Pazola was one of several employees who joined dozens of parents and families in remembering the children who have died while they were patients at the MGH. Sponsored by the MGH Pediatric, Neonatal, Obstetric Bereavement Program, the annual service is meant to provide comfort and support to those who have experienced the loss of a child.

In addition to several readings by employees and parents, the service included songs performed by the Wakefield Repertory Theater, slide presentations of children and adolescents, and a ceremony in which parents read aloud the names of their children. Following the program, the audience moved outside to the Bulfinch Lawn to blow bubbles in honor of their young loved ones.

As Pazola gave closing remarks, she expressed gratitude to Derek and all her patients. "It was a privilege to care for you and know you, and we thank you for the life lessons that you taught us."

Gottlieb named to head Partners' Psychiatry and Mental Health programs

Gottlieb

Gary Gottlieb, MD, MBA, was appointed as the first chairman of Partners Psychiatry and Mental Health System Oct.1. Gottlieb will oversee the Partnerswide mental health delivery system and its academic psychiatry programs. These include the psychiatry and mental health services of all Partners institutions — including the MGH, McLean, BWH/Faulkner, Spaulding, The North Shore Medical Center and Partners Community HealthCare, Inc.

Reporting to Samuel O. Thier, MD, president and chief executive officer of Partners, Gottlieb will work with the chiefs of psychiatry at each Partners affiliate to unite clinical programs providing comprehensive mental health services to patients throughout New England and beyond while nurturing the research and teaching missions of these institutions.

"Gary Gottlieb's experience in building partnerships among health care organizations and insurers is a valuable asset in fusing the work of the Partners affiliates into a single high-quality mental health care network," says Thier.

Prior to his Partners appointment, Gottlieb served as director and chief executive officer for Friends Hospital in Philadelphia, the nation's oldest nonprofit psychiatric hospital. He also served as a clinical professor of Psychiatry at the University of Pennsylvania School of Medicine. ●

From left, Patricia Sartori, board president of EBNHC; Paul Scapicchio, city councilor; Thomas Menino, mayor of Boston; Elaine Ullian, president of Boston Medical Center; James J. Mongan, MD, MGH president; James Taylor, MD, chief medical officer of EBNHC; and Jack Cradock, CEO of EBNHC.

East Boston Neighborhood Health Center celebrates expansion

The MGH helped the East Boston Neighborhood Health Center (EBNHC) celebrate its recent addition of a new wing at a rededication ceremony Oct. 29. The new wing is a 25,000-square-foot expansion of the health center, which includes new clinical space and waiting areas. The wing has been in use since June.

Licensed by Boston Medical Center, EBNHC is the largest health center in Massachusetts. In 1996, the MGH launched a joint venture with EBNHC, collaborating on a number of efforts to improve the health of East Boston residents. The MGH, BWH and Partners funded the recent building expansion.

"The MGH is proud to join Boston Medical Center in supporting the health center's commitment to innovation and quality," said James J. Mongan, MD, MGH president. "I look forward to our future together in making East Boston one of the healthiest communities in the state." ●

Women staying healthy and informed

Women of all ages gathered in the O'Keeffe Auditorium Oct. 27 for an evening symposium about staying healthy.

Following a discussion about stress management and a group relaxation exercise, a variety of informative talks were presented on subjects pertinent to women's health including healthy eating and weight management, exercise, sleep problems and skin care.

Sponsored by the MGH Women's Health Committee, the symposium featured a panel of experts, including Kathleen Ulman, PhD, of MGH Women's Health Associates; Sue Cummings, RD, of the MGH Weight Center; Kate Traynor, RN, MS, of the MGH Cardiac Rehabilitation and Risk Reduction Program; Anita Grassi, MD, of MGH Dermatology; and John Winkleman, MD, of the BWH Sleep Disorders Service.

Results of statewide patient satisfaction survey to be released Nov. 13

The results of a statewide patient satisfaction survey developed by the Massachusetts Health Quality Partnership (MHQP) will be released to the public Nov. 13. The MGH is one of 58 acute care hospitals that participated in the survey, which is the first effort in the nation where hospitals across a state have volunteered to use the same measurement tool and then make the results available to the public.

The MHQP — a coalition of health care, business and government leaders — started the survey project two years ago to stimulate quality improvement and to advance public accountability among acute care hospitals.

The survey was conducted by the Boston-based Picker Institute, which is nationally recognized for researching health care from the patients' perspective. This survey's methodology focused on seven areas of patient care: respect for patient preferences, physical comfort, involvement of family and friends, continuity and transition, coordination of care, information and education, and emotional support.

"Since 1994, the MGH has been surveying inpatients and using their feedback to help make improvements in the hospital," says Elizabeth Mort, MD, director of the MGH Decision Support Unit and Operations Improvement. "We were very interested in joining the statewide survey project, which we hope will promote collaborative quality improvement among all of the acute care hospitals."

The data reflected in the survey covers adult medical, surgical and childbirth patients admitted from January to March 1998.

For more information about the survey results, watch for the next issue of *Hotline* or call the Decision Support Unit at 6-5215. ●

Welcoming neighbors from across the globe

Visitors from Hygeia Hospital, the largest private hospital in Greece, received a warm welcome from physicians and staff of the Partners Telemedicine and International Programs during an official visit Oct. 30.

Dimitrios Linos, MD, and Costas Kitsionas, senior leaders at Hygeia, came to Boston to sign a telemedicine and patient referral contract with Partners, which will formalize the collaboration among the institutions using state-of-the-art telemedicine technology.

"This affiliation creates a valuable link among our high-level institutions," says Joseph Kvedar, MD, director of Partners Telemedicine. "Using teleradiology, our physicians can share images, consult on cases and ultimately improve the patient care at all of our institutions."

Joseph Kvedar, MD, left, with Dimitrios Linos, MD, director of International and Academic Affairs for Hygeia Hospital.

— Cardiovascular treatment

(Continued from Page 1)

provided in more than 30,000 office visits to physicians across the country, the researchers found that cardiologists were most likely to provide such preventive services as checking blood pressure and cholesterol levels, counseling patients about smoking, exercise and a healthy diet, and prescribing medications to control cholesterol and blood pressure. General internists were the next most likely to provide such services; OB/GYN physicians, family practitioners and general practitioners were significantly less likely to address cardiovascular risk factors in their office visits.

"Both of these studies suggest the need for improved physician education and treatment guidelines," Stafford says. His colleagues on the *Archives* study were Daniel Singer, MD, Deborah Robson and Bismruta Misra, MPH, of the General Medicine Division; and Jeremy Ruskin, MD, of the Cardiology Division. ●

Partners hospitals showcase community partnerships

The MGH, BWH and The North Shore Medical Center showcased their community partnerships during the state's first-ever community benefit conference, held Oct. 29. Hosted by Scott Harshbarger, attorney general for Massachusetts, the conference highlighted innovative hospital and HMO community benefit initiatives.

Joan Quinlan, director of the MGH Community Benefit Program, and Frank Singleton, of the Chelsea Board of Health, presented their efforts to assess the health needs of the Chelsea community and develop a comprehensive violence prevention initiative.

Four years ago, Massachusetts was the first state in the nation to issue voluntary community benefit guidelines for hospitals and HMOs to work with their communities in improving access to primary and preventative health care.

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MGH HOTLINE

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WHAT'S HAPPENING

MGH-East/CNY shuttle
Now that the Boston Garden demolition is complete, the MGH-East/CNY shuttle traveling from Charlestown to the main campus, will resume its stop on Causeway Street in front of the Fleet Center by the North Station MBTA Green Line, beginning Nov. 9. The shuttle will no longer stop behind the O'Neill Building. Shuttles going to CNY will continue to pick up riders on Canal Street next to the Orange Line entrance. Posters with maps of the shuttle route are available in the Gray Lobby and at CNY. For more information, call 6-2250.

Flu shots available
Flu vaccine now is available to MGH and Partners employees at the following locations:

- Central Lobby — a drop-in clinic will be held through Nov. 14, 7 am to 5 pm. Bring employee badge;
- most patient care units through the peer vaccination program;
- some physician clinical rounds; and
- at the Occupational Health Service on Clinics 3 by appointment.

For more information, call Occupational Health at 6-2217.

Open enrollment
The open enrollment period has begun, giving MGH and Partners employees the opportunity to review benefit choices and make changes, if desired. Employees can stop by the following BeneFairs and QuickStops to ask questions about various benefit programs:

BeneFairs
Nov. 10 — 2 to 5 pm, CNY
Nov. 18 — 1:30 to 5 pm, Walcott Conference Rooms

QuickStops
Nov. 6 — 10 am to noon, Burr Conference Room 1
Nov. 11 — 1:30 to 3:30 pm, Walcott Conference Room 2
Nov. 13 — 2 to 4 pm, CNY
Dec. 1 — 10 am to noon, CNY

Social Service rounds
The MGH Social Service Department will present the next of its grand rounds, "Working with Patients with Rare Diseases," Nov. 12, 10:30 am to noon, in the O'Keeffe Auditorium. CEUs are available for social workers. For more information, call 4-9115.

OWC hosts research seminar
The MGH Office for Women's Careers (OWC) will host a panel discussion for the research community entitled, "Mastering Academic Advancement I: How and When to Establish Independence as an Investigator," Nov. 18, 8 to 9:30 am, conference rooms 1 and 2, first floor, CNY Building 149. The panel will explore several issues important to junior investigators: authorship, rules for promotion, intellectual property issues and establishing independence. A repeat presentation will take place Dec. 1, 4 to 5:30 pm, in the O'Keeffe Auditorium. For more information, call the OWC at 4-5229 or e-mail *womens.careers @mgh.harvard.edu.*

Surmounting language barriers
The MGH Ethics Task Force will present "Challenges of Language Barriers in Medical Care: Ethical Issues," Nov. 11, 5 to 6 pm, in the Ether Dome, with a reception beginning at 4:30 pm. For information, call 4-9188.

Complementary medicine
MGH Women's Health Associates and the Kenneth B. Schwartz Center are co-sponsoring a training series entitled "Complementary Medicine Approaches to Health and Illness." The next in the series is "Eastern Approaches to Healing: Acupuncture and Tai Chi" and will take place Nov. 12, noon to 1 pm, in the Wellman Conference Room. To register, call 4-5001, enter mailbox number 136-4479, press "#" and leave name.

MGH IHP graduate programs
The MGH Institute of Health Professions will hold information sessions about its graduate programs in Clinical Investigation, Communication Sciences and Disorders, Nursing, and Physical Therapy, Nov. 12 and Dec. 11, 4:30 to 6:30 pm, at 101 Merrimac St. To attend, call 6-3140.

Aerobics class
The MGH Aerobics Program offers employees an opportunity to burn excess stress and calories, especially important now that the holidays are approaching. Certified instructors lead the workouts, which include aerobics, weight training and cool-down stretching. Classes, which run for approximately an hour, take place Monday through Friday, at noon, and Monday through Thursday evenings, at 5:15 pm. Lockers and showers are available. No registration is required and each class costs $4. For more information, call 4-7912 or 6-6990.

Cancer support programs
The MGH Cancer Center Patient and Family Support Program will present "What can I expect from cancer?" Nov. 10, noon to 1 pm, in the Cancer Resource Room, Cox 1. Patients, families and staff are welcome. For information, call 4-1822.

IN GENERAL

Teri Flynn, RN, BSN, MSN, ANP, of the MGH AIDS Unit has recently been inducted to the Northeastern University College of Nursing Hall of Fame for her efforts as an outstanding nurse clinician and provider of significant health care services to patients in the community.

James Gusella, PhD, director of the MGH Molecular Neurogenetics Unit, recently received the Charles A. Dana Award for Pioneering Achievement in Health for developing strategies to localize and characterize genes that cause neurological disorders.

W. Alan Walker, MD, chief of the Combined Program in Pediatric Gastroentology and Nutrition Research at the MGH and Children's Hospital, has been awarded the 1998 Hugh R. Butt Award for Distinguished Achievement in Clinical Nutrition by the American Gastroenterological Association.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

November 13, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Results of statewide patient satisfaction survey released

The Massachusetts Health Quality Partnership (MHQP) released the results of a statewide patient satisfaction survey to hospitals and the media this week. The MGH joined 51 hospitals and health systems voluntarily participating in the country's first statewide project designed to measure patients' views of their hospital experience and report the results to the public.

Massachusetts patients consistently reported better hospital experiences when compared to patients that have been surveyed in other parts of the country. MGH results showed that patients were more likely to recommend the hospital to their family and friends than patients on average across the state.

The statewide survey project obtained responses from more than 12,500 medical, surgical and childbirth patients treated between January and March of 1998. The survey results reported to the media focused on seven areas of care: respect for patient preferences; physical comfort; involvement of family and friends; continuity and transition; coordination of care; information and education; and emotional support. The MGH results for these areas of care were within the statewide averages of the participating hospitals and were significantly higher than the national average in several areas as well.

"We are pleased that this survey documented a strong sense of loyalty to the MGH by showing patients are more likely to recommend the hospital to their family and friends than patients on average in the statewide survey," says James J. Mongan, MGH president. "While all of our results for the seven areas of care highlighted in the media release were within the statewide averages, we are aware that average scores can point toward opportunities for improving patients' experiences. We are continuously

(Continued on Page 2)

United Way raffle helps others in need

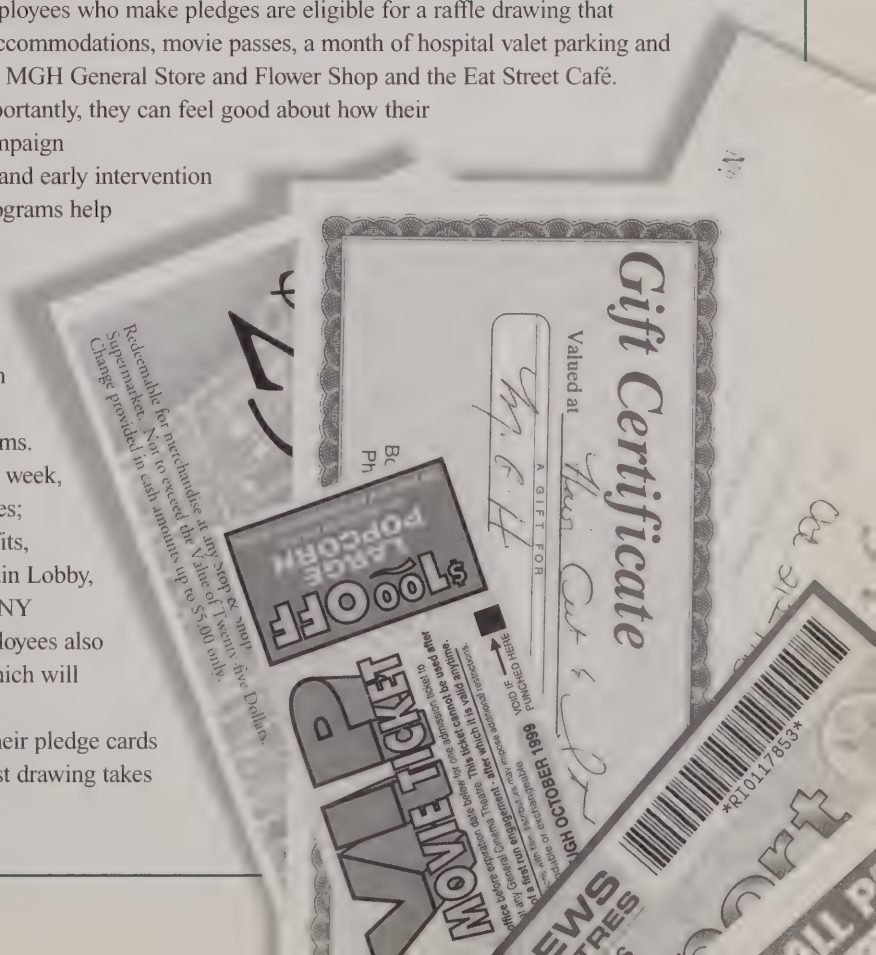
The MGH United Way campaign has begun, and employees who make pledges are eligible for a raffle drawing that includes such prizes as a day of earned time, hotel accommodations, movie passes, a month of hospital valet parking and gift certificates to neighborhood restaurants and stores, the MGH General Store and Flower Shop and the Eat Street Café.

Not only can employees win raffle prizes, but more importantly, they can feel good about how their pledges help others in the community. The United Way campaign allocates 70 percent of its contributions toward prevention and early intervention programs for people in low-income communities. Such programs help improve access to medical care for children, educate youth about HIV/AIDS, provide prevention, screening and services for those at risk for cancer and support community-based care for seniors.

For example, last year the United Way served more than 47,000 seniors and 145,000 individuals fighting cancer through community-based health and social service programs.

Pledge cards, accompanying employees' paychecks this week, may be returned to departmental United Way representatives; mailed to Pamela Bingham-Freeman of Community Benefits, CRP-600; or deposited in drop-off boxes located in the Main Lobby, WACC Lobby, Payroll in Clinics 1, the Security Desk at CNY Building 149 and at each of the MGH health centers. Employees also may drop off pledges at United Way information tables, which will be set up Nov. 19 and Dec. 3 in the Central Lobby.

To be eligible for the raffle, employees should turn in their pledge cards no later than Dec. 3 — the day of the last drawing. The first drawing takes place Nov. 19. For more information, call 4-6424. ●



Patient Care Services celebrates collaborative governance

Leaders, members and supporters of the MGH Patient Care Services filled the O'Keeffe Auditorium recently to celebrate a year of accomplishments utilizing a staff decision-making model called collaborative governance. The celebration focused on the changes and progress that have empowered nurses, therapists, social workers and other Patient Care Services staff to bring decision-making closer to the bedside.

In May of 1997, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, inaugurated the collaborative governance initiative with the establishment of eight committees to provide infrastructure to the "bottom-up" style of management. The committees are comprised of five interdisciplinary teams that focus on diversity, ethics, quality, patient education and professional development, as well as three nursing teams that focus on practice, research and staff advisory.

"The Patient Care Services staff has exceeded all my expectations," says Erickson. "We have accomplished so much in this one year, and now we are much better as a unified team."

From left, back row: Mary Cunningham, Nancy Drinan, Kathleen Myers, RN, Vernon Dingwall, RN, Firdosh Pathan, RPh, and Judy Newell, RN. Front row: Michele Cullen, RN, Deborah Washington, RN, the Rev. Felix Ojimba and Dolores Ivette Kershaw.

At the celebration, committee chairs reported on new initiatives such as staff education for providing culturally-competent care; a resource guide about hospital ethics; a nursing research award; and new guidelines for clinical care and documentation. ●

— Patient satisfaction survey

(Continued from Page 1)

examining those opportunities and taking concrete steps to improve our performance."

Two areas where patients in the survey expressed some concerns were with the coordination of patient care at the MGH, specifically waits and delays during patient stays, and transition of care upon discharge. Hospital teams comprised of physicians, nurses, therapists, administrators and other staff are focusing on streamlining diagnostic and therapeutic procedures to help patients move through their hospitalization more smoothly. While the MGH provides patients with key information on discharge, a team led by Patient Care Services also has developed a comprehensive packet of information to provide patients with tailored details about their care while in the hospital and after discharge.

"The MGH has been listening to patients for years," says Elizabeth Mort, MD, director of the MGH Decision Support Unit and Operations Improvement. "Our participation in this project builds on that experience by encouraging more dialogue with our sister institutions and the public. The hospital has a number of ongoing programs devoted to improving quality. These survey results, along with our other measures of quality, will help us to improve the experience of our patients."

The complete results of the MHQP survey are available online at *www.mhqp.org*. Consumers also can call an information line for more details at 1-888-243-6067. For more information about the MGH results of the survey, call 6-5215. ●

In Memoriam: Dennis Thomson of BWH

Dennis Thomson, vice president for Public Affairs at BWH, died Nov. 10 after a battle against cancer. He was 49.

Thomson joined BWH in 1991 following a distinguished career in state government. In 1994, when BWH joined with the MGH to form Partners HealthCare System, Thomson was integral in developing a multi-faceted communication strategy that helped keep internal and external audiences informed about the progress of the affiliation.

"Dennis was the epitome of a communications professional — skilled, gracious, forthright and sensitive," says Jeffrey Otten, president of BWH. "He was generous to his coworkers, admired and liked by people at all levels of the organization and throughout Partners, and he inspired excellence in everyone he touched."

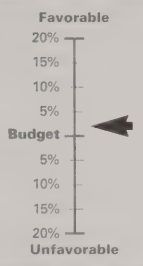
According to colleagues at the MGH and Partners, Thomson was a true champion of the Partners system. "Dennis was an exceptional colleague," says Allen Peckham, chief development officer for Partners. "He defined teamwork, professionalism and character. We have lost a great friend."

MGH Vital Signs: FY 1998 fourth quarter results

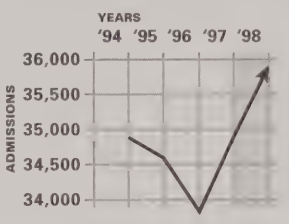
A quarterly status report on five key performance indicators

Admissions for fiscal year 1998 exceeded budget by 789 and have risen by 2.03 percent compared with the same period last fiscal year. Some of the favorable variance between actual and budgeted admissions is explained by the initiative to review and appropriately classify patients as admissions versus observation cases. The largest growth in admissions versus last year was seen in Obstetrics, Neuromedicine, Surgery/Burns and Medicine.

FY '98 actual:	35,909
FY '98 budgeted:	35,120
FY '97 actual:	34,908
Patient days	232,215
Inpatient Surgeries	15,671
Births	2,413

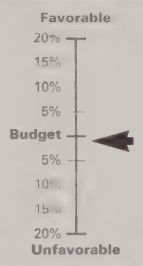


Five-year trend

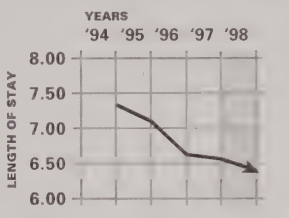


Length of stay (LOS) was slightly above budget for fiscal year 1998, and was .08 days lower than fiscal year 1997. Compared to the prior quarter, LOS rose .08 days. Reducing LOS will continue to be an important focus for fiscal year 1999.

	Days
FY '98 actual:	6.47
FY '98 budgeted:	6.35
FY '97 actual:	6.55

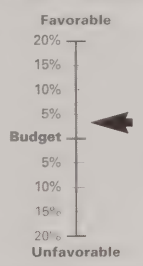


Five-year trend

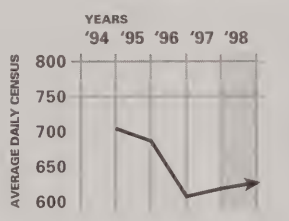


Average daily census for the year was above both budget and the last fiscal year. This can be attributed to the high volume of admissions and a longer LOS. In addition, when bedded outpatients for the year are included, the combined occupancy rate approaches 78 percent.

FY '98 actual:	636
Average beds in service	835
Occupancy rate	75.98%
FY '98 budgeted:	611
FY '97 actual:	627

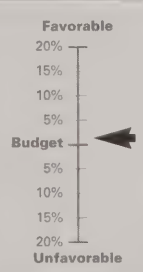


Five-year trend

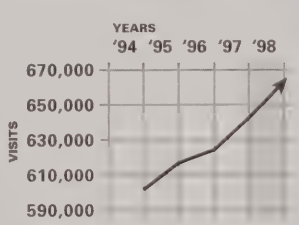


Outpatient visits finished the year strong compared to both budget and last fiscal year. Emergency department visits exceeded both budget and fiscal year 1997 volume. Routine outpatient volume also showed significant growth on the main campus and at the health center sites.

FY '98 actual:	665,621
Clinic visits	366,448
Health center visits	236,135
Emergency visits	63,038
FY '98 budgeted:	657,408
FY '97 actual:	645,077
Outpatient Surgeries	13,391

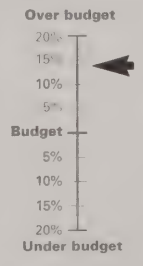


Five-year trend

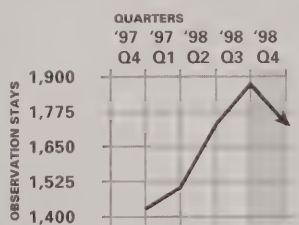


Observation stays exceeded budget by about 14 percent; however, they were down 8.7 percent from the previous quarter. During the fourth quarter of 1998, a review process to ensure the correct classification of patients as admissions or observation cases was initiated. Early indications show that this process has been successful and will be continued into fiscal year 1999.

FY '98 actual:	6,868
FY '98 budgeted:	6,000
FY '97 actual:	5,240
Chemotherapy infusion	342
Routine post-procedure recovery	1,225



Five-quarter trend



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MGH HOTLINE

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WHAT'S HAPPENING

Great American Smoke-Out
Join others at the MGH in celebrating the Great American Smoke-Out Nov. 19. The MGH Quit Smoking Service will participate in the national campaign by hosting an information table, 10:30 am to 1 pm, in the Central Lobby. A test to measure carbon monoxide levels will be available. For more information, call 6-7443.

Schwartz Center Rounds
All MGH caregivers are invited to the Schwartz Center Rounds Nov. 20, noon to 1 pm, in the Walcott Conference Room. This month's discussion is entitled "Caring for the colleague who has cancer; the discussion continues." Lunch will be served starting at 11:45 am. To register, call 4-6862.

CRP seminars
Time management
The Clinical Research Program (CRP) will sponsor the workshop "Time Management for Entry-Level Coordinators in Clinical Trials, Phase II/III" Dec. 14, 8 am to noon, in the Wellman Conference Room. The registration deadline is Dec. 1. To register, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 6-1669.

Pharmacy and clinical trials
The CRP will host a lecture "The MGH Research Pharmacy" Nov. 23, noon to 1 pm, in the O'Keeffe Auditorium. The program will discuss the role of the Research Pharmacy in clinical trials. Registration is not required. For more information, call 6-1669.

CIMIT focuses on pediatrics
The Center for Minimally Invasive Therapy (CIMIT) will focus the next of its Clinical Focus Session Series on Pediatrics Nov. 17, 2 to 3:30 pm, in the Wellman Conference Room. The series provides a forum for Partners physicians to discuss innovations in clinical practice. For more information, e-mail *kweissbach@partners.org* or call 4-7752.

Alzheimer's awareness
To recognize Alzheimer's Awareness Month this November, the MGH Memory Disorders Unit will host an educational booth about Alzheimer's Disease Nov. 18, 10 am to 3 pm, in the Central Lobby. For more information, call 6-2662.

Preparing for the marathon
The MGH Marathon Team has 50 pre-approved running numbers for the coming year's Boston Marathon April 19. Runners participating with the team need to raise a minimum of $2,000 to benefit the MGH Pediatric Cancer Research Program. To request a pre-approved number, call 6-8017.

Neuroendocrine lecture
The MGH Neuroendocrine Unit will present a "Symposium on Hypopituitarism" for patients who have been treated for pituitary disease with medicine, surgery or radiation Nov. 20, 8:30 am to 2 pm, at the Holiday Inn. To register, call 4-0966.

Spaulding names new president

John Cupples has been named the next president of Spaulding Rehabilitation Hospital, where he is expected to begin in early December. He currently serves as executive vice president for the Hebrew Rehabilitation Center for Aged (HRCA).

Prior to his position at HRCA, Cupples worked for 10 years at BWH, where he served in several management positions including vice president of Administrative Services. His experience also includes work in community health centers, acute care hospitals and long-term care and rehabilitation facilities.

He is a graduate of the Harvard Divinity School and Yale School of Organization and Management.

Volunteers needed for Hurricane Mitch relief

Volunteers are needed to help the victims and communities of Central America devastated by Hurricane Mitch. In Massachusetts, the American Red Cross and a coalition of other agencies have mounted a relief effort and have gathered huge amounts of food, water, medicines and other supplies. Immediate assistance is needed to help sort and pack these items to be flown to Central America. To volunteer, go to one of the following sites any day of the week, including weekends:

Iglesia Spiritu Santo en Accion, 404 Broadway St. (intersection of Broadway and Central), Somerville, 8 am to 10 pm;

Old Bradlees plaza site, 1 Washington St., Taunton, 7 am to 8 pm; and

Newton City Hall, War Memorial Building, Newton, 9 am to 8 pm (bring any extra boxes).

For more information, call Paula Buick at 4-2216.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

November 20, 1998

OI Special Edition

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Operations Improvement — Continuing to change the way the MGH cares

Oi Update

This issue of *Hotline* is dedicated to the Operations Improvement (OI) Program at the MGH. The stories in this issue illustrate the accomplishments of MGH employees and staff who are developing and implementing OI projects to streamline processes, reduce costs and, most importantly, improve the quality of patient care at the MGH.

Taking a look back

The MGH has a long history of performance improvement, characterized by a hospitalwide commitment to high-quality patient care. The 1990s have seen ongoing enhancements to the MGH's quality improvement initiatives. Physicians, nurses and administrators formed the Clinical Practice Council, which developed new patient care programs. The MGH also initiated hospitalwide quality improvement training for more than 300 administrators. Starting in 1994, patients' views of their hospital experience were routinely measured using survey tools in order to provide more patient-focused care.

OI was formed in 1995 to address issues involving both clinical quality and operational efficiency. The program has been able to build on enthusiasm, expertise and ideas from around the hospital and develop an organized approach to simultaneously improve efficiency and clinical quality.

Accomplishments through OI

The fundamental goals of OI have remained consistent since its formation: to improve the quality and effectiveness of care delivered across the MGH system, to achieve tangible cost savings from the redesign and restructuring of operations and to produce measurable improvements in patient satisfaction.

"In many areas we have seen important, tangible improvements at the MGH," says Elizabeth Mort, MD, director of OI. "The success of OI lies with the dedication of hundreds of administrators, physicians, nurses, therapists and front-line employees who carry out the work of more than 20 performance improvement teams."

According to Mort, OI has fostered measurable improvements in both clinical and operational areas. And even though there have been many successes through OI, more work is to be done. This issue of *Hotline* celebrates some of the key OI

(Continued on Page 2)

Helping patients with failing hearts

Walter Netto's face lights up when Dottie Noyes walks into his hospital room on Ellison 10. Noyes is not a family member, but she has been helping Netto through a tough time. Noyes is a clinical nurse specialist, who administers the heart failure pathway for patients like Netto who have severe heart problems.

Netto has arrhythmia, which is an irregular heartbeat, and was recently hospitalized with a severe episode associated with his condition. The pathway to which Netto has been assigned helps address the consistency of care for heart failure patients, who often present challenges because of the complexity of their chronic illness.

Noyes manages heart failure patients by providing in-depth physical assessments, education about their illness and advice on lifestyle modifications such as dietary restrictions and activity or rest recommendations. Caregivers of patients on this pathway also may include a staff cardiologist as well as a general internist or primary care physician.

Once Netto leaves the hospital, he will continue to be cared for by

(Continued on Page 5)

Dottie Noyes, RN, and Walter Netto

— Progress report

(Continued from Page 1)

innovators. Future issues will feature additional OI success stories.

"While we have had broad participation and terrific ideas coming out of the OI effort, we are hoping for even more participation going forward," says Mort. "We are still facing important challenges in our hospital's length of stay and cannot rest on the successes to date."

Hospital costs also have been significantly reduced over the last few years. Through FY '98, OI has achieved $35 million in savings on an annual basis. Approximately $83 million has been saved cumulatively through a variety of management initiatives, such as changes in pricing and contracting and consolidation of programs and services across the MGH and throughout Partners.

Progress report

In the area of patient care, more than 60 clinical pathways have been developed by 16 clinical teams. Pathways are clinical guidelines to help physicians, nurses, therapists and other caregivers provide the most appropriate care to patients in a coordinated manner.

Mort

These pathways also ensure quality while streamlining patient care. They create a partnership between the patient and provider by setting goals for the hospital stay and helping patients move effectively through the various stages of their care. Discharge planning and transfer to rehabilitation facilities can be arranged in advance before a patient is even admitted to the hospital. Most pathways are oriented to patients admitted with particular clinical conditions, such as congestive heart failure, respiratory failure or asthma *(see stories on Pages 1, 3 and 4).*

"Using pathways for the right patients can help ensure they are getting appropriate care in the best setting," says Britain Nicholson, MD, chief medical officer for the MGH and co-chair of the OI Steering Committee. "Pathways also are a way to introduce innovations into the mainstream of health care delivery."

A major factor in the success of the pathway program is the enhanced collaboration between case managers and clinical nurse specialists. Both groups work with the health care teams to ensure that care is delivered as designed by the pathway. One of their key roles is to provide education to patients and their families about their illnesses. Dottie Noyes, RN, is one example of how clinical nurse specialists can improve patient care through education, careful monitoring and guidance through the pathway program *(see Page 1).*

"WHILE WE HAVE HAD BROAD PARTICIPATION AND TERRIFIC DESIGN COMING OUT OF THE OI EFFORT, WE ARE HOPING FOR EVEN MORE PARTICIPATION GOING FORWARD. WE ARE STILL FACING IMPORTANT CHALLENGES IN OUR HOSPITAL'S LENGTH OF STAY AND CANNOT REST ON THE SUCCESSES TO DATE."
— ELIZABETH MORT, MD

"One of the cornerstones of the OI process has been collaboration across disciplines," says Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care Services and chief nurse. "I am very proud of the way in which our nurses, social workers and therapists have played leadership roles in the OI effort and continue to develop innovative ways to enhance our patients' experience."

In the operations area, OI has had several successful initiatives that have improved patient care and streamlined efficiency. One example is the automated dictation system in Radiology *(see Page 5),* which has decreased reliance on transcriptionists and improved patient care efficiency by directing voice-activated, printed reports into the hospitalwide Patient Care Information System (PCIS).

The OI teams continue to monitor operational restructuring and examine ways to increase efficiency in areas such as lab testing, radiology and blood bank operations. Operationally, efforts are targeted to further reducing length of stay by identifying unnecessary delays in delivering patient care. Mort predicts another $6.5 million may be saved annually by further streamlining services and restructuring operations for more efficiency.

Success of OI structure

Because the OI teams include representatives from many different departments, the team structure successfully promotes enhanced interdepartmental communication among all teams. The initiative as a whole has been supported by James J. Mongan, MD, MGH president, and W. Gerald Austen, MD, president and CEO of the MGPO, who meet with team leaders quarterly.

Mongan

As the director of OI, Mort works to ensure teams have necessary resources and can move forward to succeed. "I have a terrific team in the Decision Support Unit, which has supported the efforts of the OI teams, hospitalwide," says Mort.

To help support the efforts of the hospital-based and MGPO-based teams as they work collaboratively on OI projects, two steering committee chairs were appointed early in 1998 — Nicholson and James Richter, MD, medical director of the MGPO.

Richter

In addition to closely collaborating with the hospital staff on OI activities, the MGPO created the Specialty Care Management Program, which is in the process of establishing 16 multidisciplinary teams of specialists to determine a process for managing patients'

Ives Erickson

Nicholson

care under new managed care contracts.

Led by Richter and Jeff Weilburg, MD, the Specialty Care Management teams are designed to educate staff physicians about the use of new medical management techniques such as pathways. The teams also review patient cases to identify opportunities for reducing waits and delays and improving clinical quality. "To improve the care of all patients requires a deep and broad commitment across all clinical staff," says Richter. "With Specialty Care Management teams established this year, we will enjoy even more success. We will help spread innovation across the institution and ultimately shorten length of stay and enhance patient care quality."

The Specialty Care Management teams work closely with the OI teams to ensure coordinated care of patients and overall efficiency in the management of care. "In this competitive medical environment, we must view the hospital as a valuable resource and continue to manage our patients' time in the hospital effectively," says Richter. "Clinicians should continue to plan for their patients' discharge in the beginning of the treatment process, with involvement of case management, to set realistic discharge expectations for patients."

OI moving forward

When OI was conceived in 1995, it was viewed as a three-year program. OI will continue, however, to have an important role in the hospital's future. Fortunately, the MGH is in a financially stable enough position to work carefully, thoughtfully and methodically to continue improving efficiency. With new Medicare legislation reducing reimbursement levels, continuous pressures from other payors to reduce costs and greater competition with other teaching and community hospitals, the MGH must continue streamlining to maintain a competitive edge.

"The OI strategy has worked — and continues to work — and we are looking to this effort as a way to enhance the work we do daily and help us become more productive, control costs and improve patient care," says James J. Mongan, MD, MGH president.

According to Mort, the future of OI depends on MGH staff and employees incorporating the principles of OI into their daily work. "Our future goal is to become an institution that continually works to improve patient care through collaboration and teamwork and, most of all, dedication to excellence in clinical care, service and efficiency," she says. ●

Helping patients breathe easier — the noninvasive ventilation pathway

Traditionally, when patients suffer from acute respiratory failure, they have to be intubated, which means that a nine-inch tube is inserted into their trachea or windpipe, allowing the use of a mechanical ventilator to aid breathing. This method can save lives, but it is not without risks.

Through the efforts of the Pulmonary Medicine OI Team, MGH respiratory therapists have initiated a pathway for certain patients that uses a noninvasive method of ventilation. Using a face mask connected to a ventilator, patients are assisted in breathing. By closely monitoring the ventilator and encouraging patients to regulate their breathing, respiratory therapists help patients achieve improved respiratory function without invasive intubation.

"This method does require more time and effort from the respiratory therapists and the nursing staff, but the benefit for these patients is well worth it," says Dean Hess, PhD, RRT, assistant director of Respiratory Care Services. "Data shows that the need for intubation has decreased significantly, risk of infection has been controlled better, length of stay has been shortened and mortality rates have lowered using this method."

Noninvasive ventilation for acute respiratory failure is used primarily with patients who need short-term breathing assistance — patients with chronic pulmonary disease or congestive heart failure are likely candidates. According to Kevin Strong, RRT, noninvasive ventilation also allows patients to talk, drink fluids and eat solid food while taking breaks from using the ventilator, all of which cannot be done if a patient is intubated. ●

Fred Romain, CRTT, middle, demonstrates the noninvasive pathway method on "patient" Kimberly Brown-Tyndall, RRT, while Nicola Ryding, RN, of the CCU looks on.

Digital imaging brings home care patients closer to the MGH

As **sunlight pours** through her living room window, Helen Nunes sits in her favorite chair and waits patiently for Evelyn Ho, RN, to take pictures of her right leg. To Nunes, the digital camera Ho is using is just one of those "new-fangled" gadgets. But for Ho, this gadget is an immediate connection to MGH expertise.

As part of the MGH Vascular Home Care Program, Ho makes home visits to patients after they have been discharged from the MGH. During each visit, Ho takes a digital photograph of her patients' vascular wounds — wounds from surgical incisions, graft failures or nonhealing ulcers. Instead of using film, Ho's camera stores images in digital memory to be downloaded directly into a computer for instant viewing.

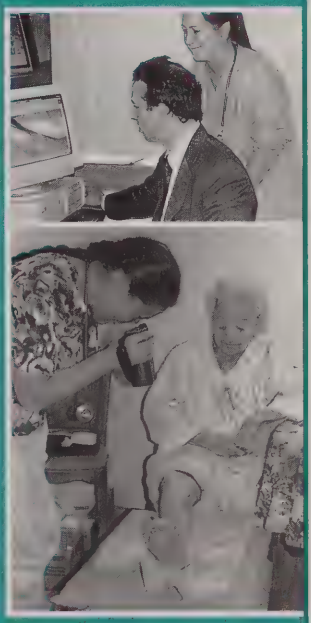
Using a laptop computer, Ho is able to transfer the digital images to computer terminals at the MGH. Vascular surgeons can directly view patients' wounds and recommend treatment options to the home care nurse.

With this telemedicine technology, Jonathan Gertler, MD, Nune's physician, can monitor her progress from his office without seeing her in person. Since physicians can monitor their patients closely, patients can be discharged sooner and avoid trips back to the MGH, while receiving high-quality care in their own home.

"Digital imaging has tremendous possibility for keeping patients, especially elderly patients, from making unneeded visits to the hospital as well as saving costs," says William Abbott, MD, chief of the MGH Vascular Surgery Unit, who spearheaded the project.

According to Syam Buradagunta of MGH Telemedicine, who has been instrumental in the project, high-quality images have been produced for 60 patients in the pilot stage so far.

"The fruits of this project are being expanded into care delivery for other specialties including dermatology, remote stroke management and home care of congestive heart failure patients," says Joseph Kevedar, MD, director of MGH Telemedicine.



***Top:** Jonathan Gertler, MD, views Nunes' images with Evelyn Ho, RN.*

***Bottom:** Ho takes a digital photo of Helen Nunes' leg wounds.*

Helping children and families manage asthma

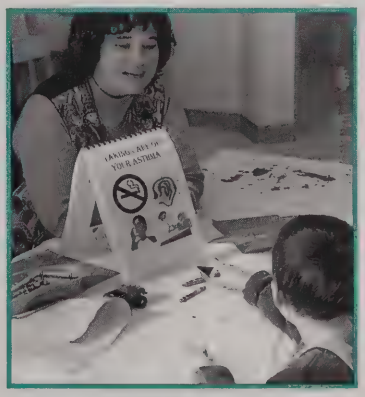
Whether seen in Emergency or admitted to the Pediatric ICU or an inpatient floor, more children come to MGH with acute asthma than with any other chronic illness. A new pathway for pediatric asthma patients, developed under an OI initiative, not only streamlines care delivery, but also teaches children and their parents how to manage the disease, preventing the flare-ups that lead to repeated hospital visits.

"The pathway is like a map for care," says Mary Lou Kelleher, MS, RN, pediatric clinical nurse specialist and pathway manager. It provides a set of guidelines for the many clinicians — including respiratory therapists, physical therapists, nurses, physicians and pulmonologists — who treat pediatric patients with asthma.

The pathway includes a detailed evaluation of each child to better understand and treat his or her asthma. Children and parents are asked about family history, patterns of the disease and situations that cause attacks. Once the assessment is complete, families are given recommended treatments and medications.

Patient education is emphasized throughout the pathway. Children and parents receive a formal asthma education management session that is reinforced throughout the hospital stay. Given by a nurse or respiratory therapist, the session answers questions such as what asthma does to the lungs, what triggers asthma flare-ups and how to use peak-flow meters, medications, inhalers and other administration devices. Lifestyle issues, such as dealing with asthma in school, also are discussed.

To assess the pathway's effectiveness, the number of readmissions before and after its implementation will be compared. Kelleher expects that results will show a decrease in readmissions, indicating that the pathway has taught patients to manage their asthma better and, consequently, avoid trips to the hospital.



Mary Lou Kellerher, MS, RN, teaches a young patient about asthma triggers.

Ronald Kleinman, MD, chief of Pediatric Gastroenterology and Nutrition and associate chief of Pediatrics, says, "We're very pleased that this pathway provides a real opportunity for all those involved in the care of children with asthma to come together and provide a comprehensive approach to working with the patient and family and improving the outcomes of children affected by asthma." ●

— Pathway helps patients with failing hearts

(Continued from Page 1)

cardiac home care nurses in consultation with an advanced practice nurse.

According to Thomas DiSalvo, MD, of the MGH Cardiac Unit, data from this pathway also has shown that involving cardiologists in the patients' care may help reduce readmissions. And because physicians can entrust their patients' home care to highly-specialized nurses, patients may be able to leave the hospital sooner.

"The complex, chronic nature of heart failure has a tremendous impact on the use of health care resources and a patient's quality of life," says DiSalvo. "Having a consistent expert educating the patient and family, plus involving a cardiologist in the care as appropriate, has improved the care of this traditionally difficult-to-monitor patient population. ●

New systems streamline Radiology operations

In September of 1996, MGH Radiology started using a new voice recognition computer system called MedSpeak, which held the promise of shortening the time required to produce printed reports of radiological exams.

The system allows physicians to dictate reports directly to PCIS by merely speaking into a microphone, rather than going through a transcription service. Spearheaded by Daniel Rosenthal, MD, the software system was co-developed by IBM with the MGH.

Traditionally, using a transcription service to produce complete radiological reports took up to four days. Using MedSpeak, a complete report is ready in two and a half days, and preliminary reports can be ready within a few hours. According to Patrick Jordan, administrative director for Radiology, the MedSpeak system has saved a total of $450,000 to date. Approximately $110,000 of that total was saved in the last month alone, as the system is now being used for more than 50 percent of the department's cases.

The success of the MedSpeak system is due largely to the commitment and cooperation of leaders in the department as well as in Radiology Information Systems and Radiology Quality Management and Education.

The MedSpeak project also is part of another Radiology service enhancement initiative that will convert all X-rays and other radiological exams to digital images available to physicians on-line. Using this system, radiological images can be automatically downloaded to designated Partners computer workstations, where clinicians with authorized access can view the images.

According to Keith J. Dreyer, MD, PhD, vice chairman of MGH Radiology Computing and Information Systems, this system has reduced the time from the exam to final report from 96 to 59 hours. Approximately $561,000 has been reduced from the operating budgets by lowering the need for radiographic film, while still printing films on demand where the need remains.

As of Nov. 9, all hospital outpatient CT exams are being made available electronically and printed on demand; inpatient CT exams will shift over beginning in December. Physician training sessions are currently being offered. For more information, call 6-7863. ●

PCOI web site puts information at the fingertips

The MGH Primary Care Operations Improvement (PCOI) web site brings a wealth of information to physicians' fingertips, helping to save time in clinical practice and improve patient care.

Michael Barry, MD, chief of the General Medicine Unit and director of the Health Services Research Program, says, "The PCOI web site helps bring an evidence-based approach to caring for patients throughout our practices."

Developed by the General Medicine Unit's Primary Care Operations Improvement Program in collaboration with the MGH Laboratory of Computer Science, the web site provides clinical recommendations for MGH physicians in adult primary care. The resource offers a set of guidelines for treating such health problems as cardiovascular disease and supplies information on prevention, screening and long-term disease management. Educational materials also can be printed out for patients to take home.

Other features include immunization, drug and referral information and a medical calculator, which quickly figures measurements such as a patient's Body Mass Index or cholesterol/HDL ratio. The site is equipped with its own search button, links to MGH and Partners sites and to helpful online medical directories and resources.

Together browsing the PCOI web site, Michael Barry, MD, helps patient Giacomo Guarino stay health-smart.

According to Octo Barnett, MD, director or the Laboratory of Computer Science — which maintains the site daily — PCOI is visited by more than 500 clinicians a week from the MGH and its health centers.

The PCOI web site is accessible on Partners workstations at *http://oi.mgh.harvard.edu.* ●

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MGH HOTLINE

MGPO quarterly meeting

All MGPO physicians and employees are invited to attend the organization's quarterly staff meeting, Dec. 2, 5 to 6:30 pm, in the O'Keeffe Auditorium. For more information, call 4-9080.

Partners in Excellence awards ceremony

MGHers are invited to join James J. Mongan, MD, MGH president, Samuel O. Thier, MD, president and CEO of Partners, and Jeff Davis, senior vice president of Human Resources at the MGH, in congratulating the recipients of the Partners in Excellence Awards, Dec. 16, 4 pm, in the WACC Lobby. The celebration will include a ceremony recognizing all MGH individual and team recipients, a video presentation and reception. Similar programs will be taking place throughout Partners institutions.

The MGH health centers will recognize their employees receiving Partners in Excellence Awards at the following ceremonies: MGH•Revere, Dec. 9, noon; MGH•Chelsea, Dec. 11, 12:30 pm; and MGH•Charlestown, Dec. 17, noon. For more information, call Denella Clark at 4-0928.

Women's Career's research seminar

The MGH Office for Women's Careers (OWC) will host a panel discussion for the research community entitled, "Mastering Academic Advancement I: How and When to Establish Independence as an Investigator," Dec. 1, 4 to 5:30 pm, in the O'Keeffe Auditorium. The presentation — a repeat of a Nov. 18 discussion — will explore several issues important to junior investigators. For more information, call the OWC at 4-5229 or e-mail *womens.careers@mgh.harvard.edu.*

Intro to investigation

The GCRC and the Clinical Research Program will co-sponsor "Introduction to Clinical Investigation," a course designed for physicians, scientists, nurses, students and others pursuing clinical research activities. Classes meet Tuesdays, Jan. 12 to March 2, 5 to 6:15 pm, in the Bigelow Amphitheater, White 4. To register, call 6-1669 or visit the CRP web site at *www.crnet.mgh.harvard.edu.*

PeopleSoft training

PeopleSoft on-line requisition training courses will be offered through Dec. 30. The classes meet Tuesdays, 8:30 am to noon, room 643, in the Founders Building. Classes also take place Wednesdays, 8:30 to noon, room 126, in the BWH Neville Building. All registrants should have a working knowledge of Windows software. To register, call Rossy Elliot at 4-1388.

Black Achievers Award

Partners Human Resources is accepting nominations for the YMCA Black Achievers Awards, which recognize black men and women throughout the Boston area for their professional and community-based achievements and link them to the city's youth as role models. Nominations, which are accepted from supervisors and managers, are due Nov. 23, by 4 pm. For information and nomination forms, call Tyeshia Ravenel at 6-2210.

Rehabilitation lecture

"Assistive Technology Rehabilitation: The Metamorphosis of Patient Independence," the next of the New Beginnings in Rehabilitation luncheon lecture series, will take place Dec. 3, 11:30 am to 1:30 pm, in conference room 8a and b, Spaulding. To attend the lecture and, if necessary, reserve a parking space, call 573-2225. This program carries contact hours for registered nurses and social workers and credit hours for physicians. For further information, call Mary McCallum at 573-2055.

Thanksgiving service

All are invited to an interfaith Thanksgiving service Nov. 24, 12:15 pm, in the MGH Chapel. For more information, call the MGH Chaplaincy at 6-2220.

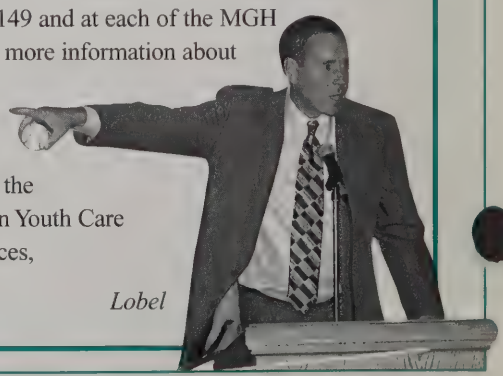
Making a pitch for youth programs and the United Way

Bob Lobel, sportscaster for WBZ-TV, recently auctioned off great gift items, such as a baseball autographed by Mo Vaughn of the Boston Red Sox, during the Taste of the Town Auction to benefit the MGH•Charlestown Youth Care Community Services (formerly known as Camp Bunker Hill).

Funds were raised to benefit the program, which provides therapeutic summer camp and after-school programs for youth who have trouble functioning in traditional community programs.

MGHers also can support the MGH•Charlestown Youth Care Services through the United Way campaign, which is currently underway at the hospital. The organization is listed on United Way pledge cards as an option to receive direct contributions.

Employees are reminded to return United Way pledge cards through departmental United Way representatives; by mail to Pamela Bingham-Freeman of Community Benefits, CRP-600; or deposit in drop-off boxes located in the Main Lobby, WACC Lobby, Payroll on Clinics 1, the security desk at CNY Building 149 and at each of the MGH health centers. For more information about the United Way campaign, call 4-6424. For more information about the MGH•Charlestown Youth Care Community Services, call 4-8241.



Lobel

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

November 27, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Artificial "heart attack" can correct rare cardiac defect

Doctors at the MGH are the first in the region to offer a new procedure for treating an unusual, debilitating heart defect. The treatment, called septal ablation or reduction, shrinks an overgrowth of heart muscle tissue by means of a controlled, artificially induced heart attack. It is appropriate for patients in whom the tissue overgrowth blocks the flow of blood out of the heart and for whom standard treatment with medications has not been effective.

More than half a million people in this country have a genetic defect called hypertrophic cardiomyopathy, in which a portion of the heart muscle is thickened and functions abnormally. A sizeable percentage of this group has obstructive cardiomyopathy; in their case, the thickened area is predominantly in the wall separating the two sides of the heart. The position of the enlargement is such that the passage of blood from the left ventricle, the heart's major pumping chamber, out to the body through the aorta is blocked. As a result, patients experience shortness of breath, chest pain, dizziness or fainting. In very rare instances, the first symptom of any type of hypertrophic cardiomyopathy is sudden death of a previously healthy individual.

Michael Fifer, MD, the cardiologist leading the MGH team offering the new procedure, notes that most patients with this condition can be treated successfully with medications. When that does not work, traditional treatment is to remove the enlarged muscle surgically, an operation that carries a moderate level of risk. In the new approach, a small catheter is threaded into the coronary artery branch feeding the enlarged area. After the catheter's position is carefully confirmed with echocardiography, pure ethyl alcohol is injected into the obstruction, killing off the excess tissue.

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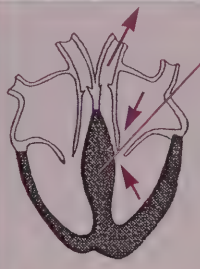
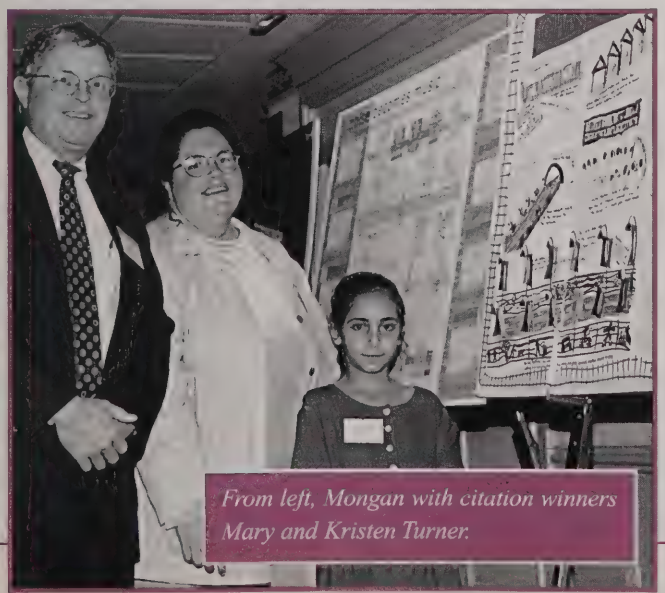


In obstructive hypertrophic cardiomyopathy, enlargement of the septum — the wall separating the two halves of the heart — blocks normal flow of blood *(arrows)*

Winners of the Charles/MGH T station design contest recognized

Filtering through a maze of displays, honorees and guests perused the vast array of design ideas for the future renovation of the Charles/MGH T station at a special reception Nov. 20. Officials from the MGH and the MBTA recognized the 16 winners who were selected for their design ideas that may be incorporated into the final station renovation proposal.



From left, Mongan with citation winners Mary and Kristen Turner.

Five entries were recognized in the first award category with a prize of $4,300 each; six entries were recognized as honorable mentions with a prize of $1,000 each; and five entries were given citations with a prize of $500 each. The winners represented a wide cross-section of the 133 applicants — members of architectural firms, community residents, architecture students and even two little girls who wanted to make the station a "safe place" for everyone.

Interesting design ideas highlighted from the winning entries included: an elevated promenade for pedestrians; a sculpture garden on a pedestrian crosswalk; a meditation zone with music, a stage and a pool for relaxation; public murals and electronic laser displays; and enclosed shops for passersby.

The competition was jointly sponsored by the MGH and the MBTA with the intention of exploring ideas for the transformation of the area around Charles Circle and the Charles/MGH T station. The MGH has been working closely with the MBTA and local community residents to secure funding for the renovation.

"We are making significant progress in moving this renovation from a dream to a reality," says James J. Mongan, MD, MGH president. "The creative ideas here will help shape the Charles/MGH T station into a true gateway to Boston." ●

Vincent Club fall medical symposium

More than 160 women gathered recently for the 15th annual fall medical symposium co-sponsored by the Vincent Club and the Vincent Hospital Board of Managers. Introducing the program, Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service, expressed his appreciation to the Vincent Club for its century of support and recognized the Gynecology Program as the foundation on which the Vincent was built. Annekathryn Goodman, MD, of MGH Vincent Gynecologic Oncology, and Barbara Smith, MD, director of the MGH Breast Cancer Program, presented the latest scientific and clinical developments on the treatment of cervical cancer and breast cancer. Thomas Toth, MD, director of the Vincent IVF Unit, presented the latest collaborative work in fertility preservation for women with cervical cancer.

From left, Patricia Slates, president of the Vincent Board of Trustees; Barbara Smith, MD; Catherine Austin, president of the Vincent Club (front); Annekathryn Goodman, MD; Thomas Toth, MD (back); and Isaac Schiff, MD.

— *Septal ablation*

(Continued from Page 1)

"Because this produces a real heart attack, we must monitor the patients very carefully throughout the procedure," Fifer says. "The most common side effect is a slowing of the heart's rhythm, which may require the implantation of a pacemaker, something some of these patients already have. We also are very careful in selecting exactly where to inject the alcohol, which helps avoid causing the rhythm disturbance."

While patients having the overgrown tissue removed surgically must stay in the hospital for a week after the operation and spend several weeks recuperating, those having the new technique usually can go home the second or third day after the procedure.

Gloria Avanzato was the first to undergo the procedure at the MGH in September. "Before I had the procedure I was falling a lot, getting dizzy, losing my breath just from walking across a room," she says. "Now I have a lot more energy; I'm surprised at how much I'm able to do. When Dr. Fifer explained this procedure and gave me the choice of it or an operation, I decided to go along with the procedure. I'm glad I did."

Fifer notes that several MGH physicians are key to offering the new, minimally invasive therapy. "Dr. Michael Picard does the echocardiography that helps us pinpoint the exact spot we should target. Dr. Igor Palacios is the expert in placing the catheter for alcohol injection. And Dr. Gus Vlahakes in Cardiac Surgery, who has been a real advocate for this procedure, provides surgical consultation and backup," he says.

"For those patients this procedure can help," Fifer adds, "it offers significant relief of symptoms without going through a risky and inconvenient operation." ●

Partners combines corporate-sponsored research and licensing responsibilities

The responsibility for negotiating contracts with for-profit companies sponsoring research projects at all Partners institutions now lies with the Partners Office of Corporate-Sponsored Research and Licensing (CSRL). The new office combines the responsibilities and staff members of the MGH Office of Technology Affairs and the BWH Ventures Office and maintains branch locations at both hospitals.

William Terry, MD, Partners vice president for Corporate-Sponsored Research and Licensing, oversees the combined office. Nikki Zapol directs the MGH CSRL located at CNY, and Brian Hicks directs the BWH CSRL at 1249 Boylston St. A third unit responsible for industry-sponsored clinical trials negotiations, for which Terry is acting as interim director, is already serving both hospitals as well as Dana-Farber/Partners CancerCare, reflecting the Partnerswide integration of human studies activities. Marvin Guthrie, formerly director of the MGH Office of Technology Affairs is now the CSRL executive director for Patents and Licensing.

Investigators and others with questions or concerns about corporate-sponsored research and related issues should continue to contact their in their local office, who may refer them to appropriate staff at the other sites. For more information, call the MGH CSRL at 6-8606. ●

Grant program for support service employees

The MGH Diversity Committee, chaired by James J. Mongan, MD, MGH president, has announced the introduction of a new Support Service Employee Grant Program. About 20 grants of up to $2,500 each will be awarded to help support service employees fulfill career goals while improving current job performance or advancement into other positions.

According to Bonnie Michelman, director of MGH Police, Security and Parking and chairperson of the Support Service Employee Grant Program Committee, the grants allow employees to participate in continuing education or training programs of their choice. Areas of education and training may include clerical and practice support, skilled trades, clinical support and supervisory/management. In addition to financial assistance, employees will receive individualized support from a designated mentor.

While tuition reimbursement benefits remain available to all eligible employees, the continuing education covered by the support service grants might not necessarily result in academic degrees. The grant program is designed to help employees offset tuition, books, supplies, transportation and family/child care expenses.

Michael S. Jellinek, MD, senior vice president for Administration, says that the grant program, "will give some of our employees the time and support to develop new skills."

Beginning in December, program details will be shared with all support service employees, and applications will be accepted. Jeff Davis, senior vice president for Human Resources says of the program, "I encourage all employees in general support positions to learn about this opportunity and discuss it with their supervisors and managers."

Partners librarians looking beyond books

Librarians from across the Partners system are working to form a Partners library network, a collaboration designed to bring a wider range of library services and resources to the Partners community.

Several initiatives are being planned to increase cooperation among the libraries. Such efforts include coordinating purchasing to reduce costs, improving availability of Internet services and other innovative technologies, and developing common policies to access library services.

The libraries already have established an integrated online catalog named MAGIC, which references books and journals housed at the MGH's Treadwell Library and at Spaulding, BWH and the Dana-Farber Cancer Institute libraries as well as at Mass Eye and Ear Infirmary. MAGIC is available at *www.mgh.harvard.edu/library/library.htm.*

Photo above: Librarians representing the Partners library network include (seated, from left) Jackie Bastille, director of the MGH Treadwell Library; Judy Sacknoff, BWH; Debbie Almquist, Union Hospital of The North Shore Medical Center; (back row, from left) Kate Kelly, MGH; Lyn Dietrich, McLean; Barbara Pastan, Faulkner; Chris Bell, Newton-Wellesley; and Nancy Fazzone, The North Shore Medical Center. Not pictured is Chris Fleuriel, Dana-Farber Cancer Institute.

Combat the cold season

To help combat the cold season, the MGH Outpatient Pharmacy is offering MGH employees, patients and visitors $1 off certain over-the-counter products that help aid cold symptoms.

Simply clip the coupon to the right and take it to the MGH Outpatient Pharmacy to get $1 off the following items: Robitussin 4 oz (DM, CF or plain), Dimetapp (tablets or liquid), acetaminophen tablets and ibuprofen 200 mg tablets. One coupon can be used per item purchased. The offer expires Dec. 31, 1998.

Located on the first floor of the WACC building, the MGH Outpatient Pharmacy also can fill all prescription needs. Hours of operation are Monday through Friday, 9 am to 5:30 pm, and Saturdays, Sundays and holidays, 9 am to 12:30 pm.

SAVE $1.00 AT THE MGH OUTPATIENT PHARMACY

on

Robitussin 4 oz (DM, CF or plain), Dimetapp (tablets or liquid), acetaminophen tablets and ibuprofen 200 mg tablets
One coupon per item.

Offer expires Dec. 31, 1998.

Hotline is printed on recycled paper.
Please recycle *Hotline* in any white paper recycling box.

MGH HOTLINE

WHAT'S HAPPENING

United Way deadline extended
The deadline for returning United Way pledge cards has been extended to Dec. 10. Pledge cards can be returned through departmental United Way representatives; by mail to Pamela Bingham-Freeman of Community Benefits, CRP-600; or deposited in drop-off boxes located in the Main Lobby, WACC Lobby, Payroll on Clinics 1, security desk at CNY Building 149 and at each of the MGH health centers. For more information, call 4-6424.

Domestic violence vigil
The MGH community is invited to a service of remembrance and healing for those affected by domestic violence Dec. 4, 12:15 to 12:45 pm, in the MGH Chapel. For information, call 6-2220.

Children with disease
The Friends of the MGH Cancer Center will host the next of its DIALOGUES discussion series, Dec. 8, at 5:30 pm, in the Walcott Conference Rooms. The topic will be "Kids With Bad Diseases." All are welcome. To reserve a space, call 6-1063.

MGPO quarterly meeting
All MGPO physicians and employees are invited to attend the organization's quarterly staff meeting, Dec. 2, 5 to 6:30 pm, in the O'Keeffe Auditorium. For more information, call 4-9080.

World AIDS Day
Nursing staff of the MGH Infectious Disease Unit will host a table in recognition of World AIDS Day, Dec. 1, 9 am to 5 pm, in the Central Lobby. Information will be available about HIV testing and treatment, clinical trials and programs for people living with HIV. For information, call 4-8015.

Industry budget preparation
The Clinical Research Program will sponsor "Industry Budget Preparation" Dec. 11, in the Wellman Conference Room. The presentation, which looks at the budget process from the perspective of the industrial research sponsor, takes place 11 am to noon. An interactive workshop will follow from noon to 1:30 pm. Registration is required for the workshop only. For registration or for more information, visit the CRP web site at *www.crnet.mgh.harvard.edu* or call 6-3310.

Repair tag sweepstakes
To provide better, more timely service to broken equipment, MGH Biomedical Engineering will sponsor a sweepstakes, encouraging appropriate use of the yellow "repair request" tags. To enter the contest, attach completed "repair request" tags to equipment and leave for pick-up. All tags will be entered into a monthly drawing — the next takes place Dec. 14. Prizes include movie passes and gift certificates. To order additional "request repair" tags, call Standard Register at 4-1717.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; by e-mail to *Hotline@partners.org* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

A tribute to H. Richard Nesson, MD
MGH employees and staff are invited to a tribute to the life and accomplishments of H. Richard Nesson, MD, Dec. 4, 4 pm, in the Cabot Atrium, BWH, 45 Francis St. Nesson, who died in October, was a founding architect of Partners HealthCare System, serving as its first CEO from 1994 to 1997 and then as president from 1995 to 1997. A reception will be held in the Lower Atrium immediately following the service.

School vacation program offers adventures in child care

Whether touring the studio at WHDH, Channel 7, exploring exhibits at the Museum of Science, checking out the progress of the Big Dig or watching a Shakespeare play, children attending the MGH School Age Vacation Program will be having fun this February and April.

Sponsored by the MGH Backup Child Care Center, the program is offered to children, ages 6 to 12, of MGH and Partners employees and takes place during school vacation weeks — Feb. 16 to 19 and April 19 to 23 — 7:30 am to 6 pm. The program features many planned activities and field trips, keeping kids busy and supervised while parents continue to work.

Costs are $120 for the February program, $150 for the April program and $270 for both. Early registration is necessary. Reservations will be accepted beginning Dec. 7 by calling 4-8414.

The MGH Backup Child Care Center, located in the Warren Lobby, provides services for children between 15 months and 12 years old. Established to provide emergency child care to MGH employees, the center operates Monday through Friday, 6:30 am to 6 pm. This November, the center also opened its doors to children of patients and, beginning Dec. 1, will accept children of Partners employees. In January, the center plans to extend its weekday hours until 8 pm and open Saturdays 8 am to 2 pm. For more information about the MGH Backup Child Care Center, call 4-7100.

December 4, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Join Dr. Mongan to celebrate

The MGH HOLIDAY PARTY

MONDAY
December 14
3 to 5 pm
Wang Ambulatory Care Center Lobby

AND

THURSDAY
December 17
1 to 2:30 pm
Charlestown Navy Yard Atrium
BUILDING 149

AND

THURSDAY
December 17
10:30 to midnight
Main Corridor near Coffee Central

REFRESHMENTS
MUSIC

Inauguration of the MGH-Partners Institute for Health Policy

The MGH and Partners HealthCare System recently launched an institute that is dedicated to conducting world-class research into policy issues that affect the current health care system.

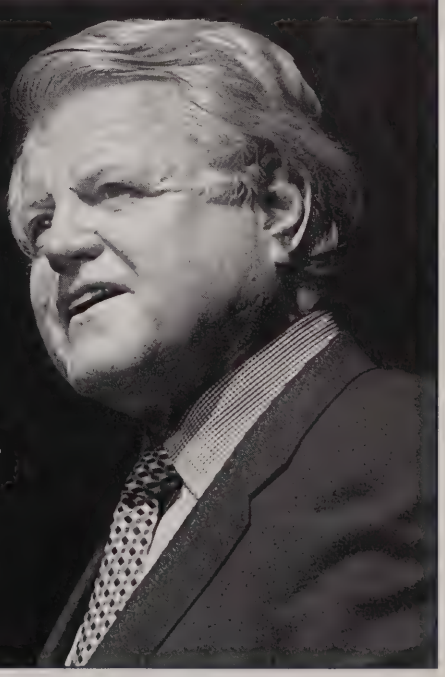
The MGH-Partners Institute for Health Policy, directed by David Blumenthal, MD, MPP, of MGH General Medicine, is an organization of researchers and health care professionals committed to exploring science and medical policy as well as finding answers to questions related to the organization and financing of health care services. It includes two centers: The Center for Health Policy Research, which conducts research and trains scholars on health policy; and The Center for Health Systems Design and Evaluation, which assists the MGH and Partners in the design and evaluation of health care systems.

"The institute is dedicated to the concept that world-class health services research can be enhanced by close contact with the problems and concerns of an operating academic health system," said Blumenthal. "With the available resources and access to the expertise of affiliated organizations, the institute can conduct a broad array of scholarly and analytic activities in addressing the challenges that our current health system faces."

More than 150 guests gathered Nov. 20 at the John F. Kennedy Library to formally launch the institute at a celebratory symposium and dinner. Sen. Edward Kennedy served as the evening's keynote speaker, discussing health policy in the next Congress. He also applauded the formation of the institute. "Massachusetts is home to the best in health care," he said. "The Institute for Health Policy will continue and expand that heritage."

(Continued on Page 2)

"Massachusetts is home to the best in health care. The Institute for Health Policy will continue and expand that heritage."
— Sen. Edward Kennedy



Rock 'n' roll gift to the MGH Burn Service

The rock band Aerosmith has made a gift of $10,000 to the MGH Burn Service on behalf of their drummer Joey Kramer, who was treated at the hospital in September after being burned in a gasoline fire.

Kramer's arms and legs were burned when his car caught fire at a gas station in Scituate. He was taken to the South Shore Hospital for treatment and then released. He later came to the MGH for several weeks of outpatient treatment with Colleen Ryan, MD, FACS, and Ronald Tompkins, MD, ScD, director of the MGH Burn Service. Now fully recovered, Kramer is on a concert tour with Aerosmith.

"Without the care and time taken by the entire staff of the Burn Unit at Massachusetts General Hospital, I don't think my rehabilitation would have been so speedy," Kramer says. "The tireless efforts of this extraordinary bunch enabled me to get back on the road as soon as possible. It's hard to find the words to thank such a special group of people — particularly Colleen Ryan, who deserves a medal."

Aerosmith's gift provides funding for the expansion of the MGH's outpatient burn services.

Aerosmith members, from left, Joe Perry, Joey Kramer, Steven Tyler, Brad Whitford and Tom Hamilton.

Friends gala benefits the MGH Cancer Center

The sixth annual Friends of the MGH Cancer Center holiday shopping gala took place at the FAO Schwarz toy store Nov. 12. More than 500 guests enjoyed the festivities of the evening, including a silent auction that raised $20,000. In addition, Robert Parker, author of the Spenser series, Susan Meddaugh, creator of Martha the Talking Dog, and former Gov. William Weld, author of *Mackerel by Moonlight* were on hand for book signings.

The event raised more than $185,000, which will fund a variety of projects and programs benefiting cancer patients, their families and MGH Cancer Center staff.

William Shipley, MD, of MGH Radiation Oncology, and his wife, Jennie Shipley, past president of the Friends of the MGH Cancer Center, pose with children's cartoon character Arthur at FAO Schwarz.

— Inauguration of the MGH - Partners Institute for Health Policy

(Continued from Page 1)

The symposium featured James J. Mongan, MD, MGH president, who spoke about access to care; Dennis Ausiello, MD, MGH physician-in-chief, who spoke about science policy; and Barbara McNeil, MD, PhD, professor of Health Policy at Harvard Medical School (HMS), who spoke about quality of care.

The institute comprises more than 20 researchers and staff members with expertise in managed care, primary care, quality of care, risk adjustment, program evaluation, academic health centers, academic and industrial relationships and access to care.

Academically, the institute is affiliated with the General Medical Division at the MGH and the Department of Medicine and Health Care Policy at HMS. These affiliations, said Blumenthal, give the institute the benefits of exposure to common problems of health care delivery and access to some of the nation's leading health services and outcomes researchers. ●

MGH Vincent celebration

Fredric Frigoletto, MD, *left,* chief of the MGH Vincent Obstetric Division, admires the recently unveiled portrait of Charles Montraville Green, MD. Frigoletto, who is the first Charles Montraville and Robert Montraville Green Professor of Obstetrics at Harvard Medical School (HMS), accepted the portrait on behalf of the MGH Vincent Gynecology and Obstetrics Service at a ceremony honoring the Green family, who established the professorship. The event also celebrated the fifth anniversary of the MGH Obstetrics Service. Looking on are family member Winslow Green, MD, and Joseph Martin, MD, PhD, dean of HMS. ●

Streamlining telecommunications

To help balance the FY'99 budget, hospital management has been focusing on streamlining several areas throughout the hospital, including, most recently, MGH telecommunications services.

According to Sally Mason, of MGH Finance and chair of an ad hoc committee on telephone savings, limiting all directory assistance or "411" telephone access will save the hospital significant amounts of money. "This was a cost-reduction opportunity that we couldn't pass up in this highly constrained budget environment, particularly because we have an alternative online resource that provides comparable information at a much lower cost," says Mason.

Currently, more than 60,000 calls to directory assistance are being made each month — at an annual cost of $410,000. To access information, MGHers are encouraged to use other resources, such as phone books, which are available through Materials Management, or the online service instead of using telephone directory assistance.

Online directory assistance can be accessed from any Partners workstation by clicking the "Start" icon, selecting "Partners Applications," selecting "Utilities" and then selecting "AT&T Directory Assistance." Online resources also can be accessed through any web browser at *www.anywho.com* or *www.globe.deu.net/telephone/phonecountry.html* for international directory assistance.

Departments requiring telephone directory assistance because they cannot access the online resource can request the service through their vice president (General Hospital departments) or by e-mail to *teldesk@partners.org* (for MGPO practices and research funds).

The next step in reducing telecommunications costs will involve all departments reviewing telephone equipment and usage for possible streamlining targets.

For more information about telecommunications, visit the voice communications page of the Partners Information Systems Help Desk web site, at *www.helpdesk.partners.org/splash.cfm.* ●

Teens bring Thanksgiving cheer to MGH patients

Teenagers from the MGH•Revere Teen Center brought some Thanksgiving cheer to Ellison 18 Nov. 24 as they shared the tale of Peppy the Turkey — the main character of a story and coloring book they created — with MGH pediatric patients.

Visiting children in the hospital is just one of the activities that teenagers can do at the MGH•Revere Teen Center, which is affiliated with and located at the MGH•Revere HealthCare Center. In addition to offering teens in the community opportunities such as volunteering, bowling and holiday parties, the program provides mental health and substance abuse services and health education programs, which address issues such as nutrition and birth control.

A group of health center staff — including nurses, social workers and substance abuse counselors — work with the teens to provide them with the clinical, mental and emotional services they need. In addition, the center offers a supportive environment where young people can go to relax and feel safe.

To contact the Teen Center, call (781) 284-1117 on Tuesdays, 2 to 6 pm. For information at other times, call (781) 485-6024.

Teens help a young MGH patient color Thanksgiving drawings.

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MGH HOTLINE

WHAT'S HAPPENING

Partners in Excellence awards ceremony
MGHers are invited to join James J. Mongan, MD, MGH president, Samuel O. Thier, MD, president and CEO of Partners, and Jeff Davis, MGH senior vice president for Human Resources, in congratulating individual and team recipients of the Partners in Excellence Awards, Dec. 16, 4 pm, in the WACC Lobby. The MGH health centers will hold similar ceremonies at the following times: MGH•Revere, Dec. 9, noon; MGH•Chelsea, Dec. 11, 12:30 pm; and MGH•Charlestown, Dec. 17, noon. For more information, call 4-0928.

IHP info session, half-price classes

Graduate info session
The MGH Institute of Health Professions (IHP) will host its last graduate information session this fall Dec. 11, 4:30 to 6:30 pm. The IHP offers degrees in Clinical Investigation, Communication Sciences and Disorders, Nursing and Physical Therapy.

Spring courses
IHP's spring course schedule will run Jan. 11 to May 5. Full-time Partners-affiliated employees may take their first IHP class at half price.

To attend the information session or receive a course listing, call 6-3140.

EAP holiday tips

The Employee Assistance Program (EAP) invites all employees to stop by its holiday table Dec. 9, 11:30 am to 1:30 pm, in the Eat Street Café. EAP staff will be distributing suggestions for managing stress around the holiday season. For more information, call at 6-6976.

Bulfinch Toastmasters Club

Improve public speaking and leadership skills by joining the Bulfinch Toastmasters Club at the MGH. Employees are welcome to attend any of the club's upcoming meetings, which take place noon to 1 pm, on the following days: Dec. 8, Upper Amphitheater, Clinics 3; Dec. 22, Burr 5 Conference Room, third floor, Bartlett Hall Extension; Jan. 5, 19 and Feb. 2, 16, Upper Amphitheater, Clinics 3. For information, call 4-3030.

School vacation program

Reservations for the MGH School Age Vacation Program will be accepted beginning Dec. 7. The program is offered to children, ages 6 to 12, of MGH and Partners employees and takes place during school vacation weeks, Feb. 16 to 19 and April 19 to 23. To register or for more information, call 4-8414.

CRP time management

The Clinical Research Program will sponsor a workshop entitled "Time Management for Entry-Level Coordinators in Clinical Trials, Phase II/III," Dec. 14, 8 am to noon, in the Wellman Conference Room. Registration is required. To register, visit the CRP web site at *www.crnet.mgh.harvard.edu* or call 6-1669.

Telelmedicine sponsors Internet symposium

In an effort to strengthen international relationships, Partners Telemedicine is offering an Internet symposium on the global applications of Telemedicine and needs assistance contacting colleagues around the world. The interactive symposium, "Telemedicine: The State of the Art," will take place Jan. 21, 10 to 11 am and 3 to 4 pm EST. Internet access and a phone line are required for participation. There is no charge. To participate or invite colleagues, forward name, e-mail address, company, title and phone number for each person to *vraisides@partners.org* by Dec. 11.

Celebrate diversity at HMS and HSDM

The MGH community is invited to celebrate 30 years of affirmative action at Harvard Medical School and Harvard School of Dental Medicine Dec. 11, 3 to 6 pm, in the Cannon Room, Building C, HMS. The program is entitled "Lessons in Diversity: Actions for the Future." For more information, call (617) 432-1572.

Correction

Last week's issue of the *MGH Hotline* misprinted the telephone number for the Partners Office of Corporate-Sponsored Research and Licensing (CSRL). The correct number is 6-8608.

Last week for United Way raffle

Joan Quinlan, *left,* director of MGH Community Benefits and chair of the 1998 United Way campaign, and Pamela Bingham-Freeman draw this week's winners for the United Way raffle. The deadline for pledge cards to be eligible for the final raffle drawing is Dec. 10. Pledge cards will be accepted until Dec. 31 through department United Way representatives, interoffice mail to CPR-600 or drop-off boxes located in the Main Lobby, WACC Lobby, Payroll on Clinics 1, security desk at CNY Building 149 and at each of the MGH health centers. For more information, call 4-6424.

MASSACHUSETTS GENERAL HOSPITAL

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December 11, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Santa Claus brings cheer to Pediatrics

Santa Claus — sometimes known as Richard Carson, director of Operations for the MGH Blood Donor Center — paid a visit to Ellison 17, 18 and the PICU last week to deliver teddy bears to pediatric patients. Each teddy bear was a special gift from donors who gave blood at the MGH Blood Donor Center.

"There is a prayer that says: 'Is anybody happier because you passed their way?' This is our way of making the kids happier and taking their minds off some of their problems," says Carson. "It also makes me feel great to see them smile."

MGHers, guests and visitors are encouraged to donate blood through Dec. 24 and adopt a teddy bear to be delivered to a pediatric patient. For more information, call 6-8165.

Santa Claus delivers a teddy bear to Elizabeth Montigny on Ellison 17.

Mass. General West opens in Waltham

From left, Beth Hutensky, MD, talks to Mass. General West patient Kathryn Peterson and her daughter Tara.

The MGH and the Massachusetts General Physician Organization (MGPO) recently opened a new facility in the western suburbs that will provide patients access to MGH primary and specialty care physicians.

Located at 40 Second Ave. in Waltham off Route 128, exit 27B, Mass. General West offers the primary care services of General Medical Associates, along with specialty care in allergy, dermatology, gastroenterology, adult and pediatric neurology, obstetrics/gynecology, opthamalogy/optometry, adult and pediatric orthopædics, physical therapy, plastic surgery, podiatry, psychology, general surgery and urology.

"Mass General West provides one-stop shopping for patients by offering the same high-quality care and full spectrum of services that are available at the MGH," says Greg Pauly, director of MGPO Primary Care. "We expect that this new facility will help patients obtain medial care closer to where they live and work."

According to Victoria McEvoy, MD, medical director of Mass. General West, patients also can take advantage of free parking and avoid downtown traffic created by the Big Dig.

Mass. General West is the result of a successful collaboration between the MGH and the MGPO, says Dan Ginsburg, MGPO president and CEO. "The establishment of Mass. General West represents an important strategic step for the MGPO," he says. "It serves as a model for future off-campus development."

Mass. General West is currently accepting patients and referrals. For more information, call (781) 522-9000.

Continuing the legacy of Stephanie Macaluso, RN

Continuing to celebrate excellence, Patient Care Services honored the five new recipients of the Stephanie Macaluso, RN, Expertise in Clinical Practice Awards Dec. 3.

Colleagues, family members and friends filled the O'Keeffe Auditorium to join Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, in congratulating the awardees: Maureen Beaulieu, RN, of the Emergency Department; Tessa Goldsmith, MA, CCC/SLP, of Speech Language Pathology; Diana Grobman, RN, of the Neonatal Intensive Care Unit; Karen Lechner, MSW, LICSW, of Social Services and Donna Slicis, RN, of the Coronary Care Unit.

From left, Goldsmith, Slicis, Lechner (sitting), Beaulieu and Grobman

The award — renamed to honor its first recipient Stephanie Macaluso, RN, a clinical nurse specialist in the MGH Thoracic Surgical Service — recognizes direct care providers whose practice is based on caring, intuition, knowledge, the spirit of inquiry, leadership and teamwork. Recipients, who are nominated by colleagues, receive funds for career development. The awards are given twice a year.

In addition to applauding the winners, Ives Erickson remembered Macaluso, who died in July after a long battle with cancer. Praising Macaluso for her compassion and dedication to patients, Ives Erickson said, "We are stronger for having been with Stephanie and for having been renewed by her spirit." ●

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3 to 5 pm
Wang Ambulatory Care Center Lobby

AND

THURSDAY
December 17
1 to 2:30 pm
Charlestown Navy Yard Atrium
BUILDING 149

AND

THURSDAY
December 17
10:30 to midnight
Main Corridor near Coffee Central

REFRESHMENTS
MUSIC

Toy shopping guide

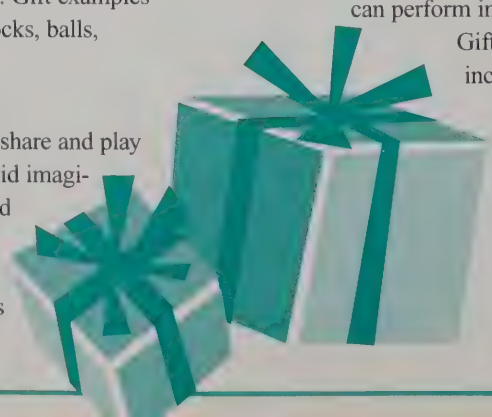
The Pediatric Nursing Staff offers MGHers some helpful hints to help choose gifts for children this holiday season. Created by Mary Lou Kelleher, RN, MS, pediatric clinical nurse specialist, and nursing graduate student Trisha Jackson, RN, from Regis College, these guidelines suggest toys that are fun and developmentally appropriate. All toys should be eye-appealing, well constructed, durable and safe. For a more complete set of guidelines, call 4-5720.

* ***Ages 1 to 3***
Children enjoy physical activities and imitative play. They are increasing their vocabulary and beginning to develop fine motor skills and an understanding of the world through their senses. Gift examples include: picture books, blocks, balls, puppets and toy kitchens.

* ***Ages 3 to 5***
Little ones are learning to share and play with others. They have vivid imaginations, enjoy role play and physical activities, and are continuing to develop fine motor skills. Gift examples include: dress-up clothes, paper, glue and children's scissors, musical toys and instruments, beginning board games, wagons and tricycles (with helmets).

* ***Ages 6 to 8***
Youngsters are interested in group play with other children of the same sex. They are developing reading skills and showing interest in numbers and exploring. Gift examples include: craft and science kits, computers, bikes (with helmets), dolls and watches.

* ***Age 9 to 12***
Kids enjoy competition in sports, games and physical activities. They are developing a sense of logic and enjoy activities they can perform independently. Gift examples include: sports equipment, models, construction sets and games requiring strategy, concentration and skill.



PARTNERS™
HEALTHCARE SYSTEM

Partners HealthCare System will present the 1998 Partners in Excellence Awards to MGH employees in a special award ceremony Dec. 16, at 4 pm, in the O'Keeffe Auditorium. A reception will follow.

More than 1,000 MGH employees, both individual and team recipients, will receive this honor for their outstanding contributions to Partners in FY'98. The MGH recipients — 123 individuals and 42 teams — are among more than 2,200 award recipients throughout the Partners network. The recipients were selected by a committee from a record number of submitted nominations.

According to Samuel O. Thier, MD, president and CEO of Partners, this year's highly competitive selection process is a testament to the high caliber of employees and staff throughout the Partners system. "We are very pleased to honor and thank those individuals who have contributed to the success of Partners," says Thier. "The recipients of this award — and all those who were nominated — are to be congratulated for their hard work and significant contributions to the success of our first five years as Partners."

Congratulations to the following individuals and teams for their exemplary contributions to Partners:

Individuals

Terry Adjan-Vallen
Gilbert Arenaza
Carol Bates
Maureen Beaulieu
Kathleen Bomba
Catherine Bove
Victoria Brady
Christine Bridges
Ann Marie Brooks
Janice Brumbelow
Gae Burchill
Donna Burgess
Erin Burke
Diann Burnham
Mary Cadigan
Carol Card
Margaret Carolan
Michael Carpenter
Emily Carr
Diane Carter
Judith Casey
Alice Chaput
Dick Chevrette
Susan Clifford
Claire Conlan
Abbot Cooper
Inge Corless
John Couris
Leah Coviello
Nancy Curtis
John D'Angelo
Sonia Dasilva
Louise Dattoli
Emma G. Diaz-Ortiz
Anthony DiGiovine
Carol Dinkes
Daniel Doody
Nancy Drinan
John Driscoll
William Driscoll
Igor Elman
Carol Elwell
Ellen English
Patricia English
Milagros Escobar
John Fallon
Andrea Falthzik
Regina Ferraro-Doherty
Jane Flanagan
H, Douglas Fleishman
Christine Flynn
Sheila Foresta
Magarita Franco
Valerie Fullum
Gail Gall
Ann Marie Garceau
Maryjane Giacalone
Linda Gorham Ryan
Judith Gullage
Sheila Hammond
Maria Hanley
Linda Hardy
Kathleen Healey
Ana Ruth Higbee-Barzola
Eileen Hughes
Julie Ingelfinger
Robert Insoft
Ines Jackson-Williams
Kathy Jay-Aguirre
Elizabeth Johnson
Margaret Johnson
Daran Jones-Young
Patrick Jordan
Patrice Kenneally Nicholas
Karen E. Lechner
Phillip C. Litch, Jr.
Patricia Lowry
Denise Lozowski
Nicole Macomber
Catherine Mannix
Dorothy Martyniak
Lynne McCusker
Peggy Meehan
Bonnie Michelman
Ricardo Mills
Ann Marie Nichols-Stout
Joan Niles
Mary C. Orecchio
Carolyn Pacella
Firdosh Pathan
Edward Pechner
Ellie Petillo
Albina Pilitsis
James Pizziferri
Janice Plunkett
Joanie Polsonetti
Kara Raynor
David Romagnoli
Joy Rosen
Patricia Ross
Sarah Rozenhal-Ward
Daniel Ryan
Carol Saltalamacchia
William Sasso
Jeanne M. Savage
Evadne Seale
Louise Sethmann
Donna Slicis
Kerry Stevenson
Karen Tanklow
Mary Martha Thiel
Suzanne Thomas
Ann Tibbitts
Jennifer Tillson
Liam J. Tuffy
Richard Turgeon
Joseph Viola
David L. Walsh
Ellen Walsh
Deborah Wanzer
Susan Warchal
Paul Wilson
Pamela Wrigley

MGH Teams

ACC Service Metrics Team
John Couris
Jean Elliott
Tina Knowles
Patricia Marotta
Michelle Perella
James Rhea
Lilly Tabb

Alcohol Intoxication Pathway Operations Improvement Team
Theodore Benzer
Michael Bierer
Diann Burnham
Mary Jo Capuccilli
Carlos Carmargo
David Gastfriend
Eric Legome
Maryann Lonski
Charles McCabe
Kathy McCarthy
Robert Morris
Leah Ridpath
Kathy Sanders
Mark Stoekes
Kathy Walsh
Joy Williams

Ambulatory Lab QI Team
Amy Abbott
Linda Barron
Ann Bitzer
Henry Buszkiewicz
Kim Clarke
Ken Dupuis
Dick Emrich
Donna Fitzpatrick
Debra Grzybek
Lisa Hilton
Fu-Mei Huang
Christina Johnson
Marjorie Kachoris
Gianna Limongiello
Laura Listro
Donna MacMillan
Valerie Markt
Kathy Meeker
Lori Nierman
Rocio Protosawicki
Amy Slater
Kim Taylor
Catherine Tuttle

BEMC Acquisition Team
Barbara Canada
Mary Leary
Ella Smith
Judith Towne
Toby Wesselhoeft

Bigelow 9 Medical ICU Staff Team
Barbara Ciano
Robin Halloway
Jane Hillier
Karen Laliberte-Murphy
Jacqueline Lucas
Jennifer Marro
Mary McAuley
Brenda Morano
Amanda Plunkett
Ann Quealy
Jessica Renacio-Getgano
Belilio Suncar
Maureen Ward

Cancer Center Patient & Family Support Program Team
Beth Alterman
Katie Binda
Evelyn Bonander
Karen Borden
Kathy Clair-Hayes
Sheila Crowell
Ruth Dempsey
Susan Eastham
Debbie Essig
Carol Ghiloni
Marie Elena Gioiella
Nina Grenon
Sheila Hammond
Diane Heislein
Sally Hooper
Liz Johnson
Eileen Joyce
Patricia Kent
Laura Kramer
Joanne LaFrancesca
MaryEllen Maguire
Evelyn Malkin
Kelly McLaughlin
Sarah Murphy
Amy Packard
Mauny Plum
Cathleen Poliquin
Suzanne Roullier
Lourdes Sanchez
Lauren Taylor
Mary Martha Thiel

Chelsea/Revere HealthCare Center Filmless Team
Alan Burns
Karen Costello-Mosher
Patricia Daunais
Salvatore Deluca
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A time for remembering and healing

MGH employees, patients and visitors gathered in the MGH Chapel Dec. 4 at a service of remembrance and healing for those affected by the impact of domestic violence. The vigil included songs, readings, prayers and the echoes of a gong in memory of each life lost to family violence this year in Massachusetts.

Bridget*, an advocate in the MGH HAVEN program, says the vigil helps break the silence about an injustice that affects the whole MGH community. "The service allowed us to join together to mourn the suffering and loss of those killed and to commit ourselves to working together to end domestic violence," she says.

Employees can help address the problems of abuse by screening patients and offering supportive services; helping colleagues who work with victims or who are experiencing domestic violence themselves; and supporting battered women's programs. MGHers can begin making a difference by becoming aware of the following resources available to the hospital community:

HAVEN (Hospitals Helping Abuse and Violence End Now) — a program with a multilingual staff — offers resources for MGH patients experiencing abuse and provides training for employees. For information, call 4-0054.

The Employee Assistance Program provides confidential support to MGH, BWH and Partners-affiliated employees with personal problems. A domestic violence specialist is on staff. For information, call 6-6976.

Police and Security assists MGH employees and patients with safety planning, restraining orders and personal security within the hospital and at home. For information, call 6-2121.

The MGH Chaplaincy provides consultation and spiritual support to patients, visitors and employees. For information, call 6-2220.

The Domestic Violence Working Group, comprised of a multidisciplinary staff, discusses and implements strategies to increase awareness and understanding of domestic violence throughout the MGH community. The group meets monthly and welcomes new members. For information, call 4-0054.

Domestic Violence Case Review provides a confidential, monthly forum for care providers to discuss cases and obtain clinical support. For information, call 4-0054. ●

Cantor Sheila Cline sings with MGHers, patients and friends at the domestic violence vigil.

** In keeping with HAVEN policy, only the first names of patient advocates are printed.*

MGH alumnus wins 1998 Nobel prize in Physiology and Medicine

Ferid Murad, MD, used to walk the halls of the MGH when he was a medical resident from 1965 to 1967. On Dec. 8, he shook the hand of the king of Sweden and received the Nobel prize in Medicine for his work with nitric oxide (NO) as a signaling molecule.

Murad

Murad, now at the University of Texas Medical School in Houston, received the award from the Nobel Assembly along with colleagues Robert Furchgott, PhD, and Louis Ignarro, PhD.

NO is a gas that transmits important signals for an organism. The discovery that a gas produced by one cell could penetrate through membranes and regulate the function of another cell represented a new principle for signaling in biological systems.

NO has proven to be a crucial molecule to the cardiovascular and nervous systems as well as for fighting against infections, regulating blood pressure and serving as a gatekeeper for the flow of blood to different organs. Research at the MGH by Jesse D. Roberts, MD, of the Anesthesia and Critical Care and Pediatrics departments, and elsewhere has shown that the inhalation of small amounts of NO can be effective in treating patients with certain lung ailments, particularly infants who have dangerously high blood pressure in their lungs.

Warren Zapol, MD, MGH Anesthetist-in-Chief, attended part of the week-long Nobel prize celebration to moderate a symposium about the clinical use of inhaled nitric oxide, which may be seen on the Internet at *www.aga.se.* Zapol and Claes Frostell, MD, PhD, of Astrid Lindgren Children's Hospital in Sweden, were pioneers of inhaled NO (iNO) and were advised by Nobel prize winner Ignarro in studying the use of iNO in the treatment of persistent pulmonary hypertension in newborn infants.

"There is no doubt that the decision to award the Nobel prize to the discoverers of NO as a signal molecule will raise the level of people's awareness of inhaled NO," says Zapol. "I believe that NO has plenty of positive therapeutic surprises in store for the medical community and for our patients in the years to come."

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MGH HOTLINE

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WHAT'S HAPPENING

Celebrating diverse holidays

The MGH community is invited to learn more about Christmas, Hanukkah, Kwanzaa and Ramadan as the Patient Care Services Diversity Steering Committee hosts a celebration of diverse holiday traditions Dec. 17, 10 am to 4 pm, throughout the first floor corridors of the Ellison and White buildings. The event will feature live music, artwork by MGH pediatric patients, information tables and videos. For more information, call 4-7469.

Holiday songfest

MGHers, patients and visitors are invited to participate in a holiday songfest Dec. 17, noon to 1 pm, in the Central Lobby.

Hanukkah service

A Hanukkah service will be held Dec. 14, at 5 pm in the MGH Chapel. All are welcome. The service also will be shown on Channel 16. For more information, call the 6-2220.

PeopleSoft training

PeopleSoft online requisition training courses will be offered Jan. 5 to March 30. The classes meet Tuesdays, 8:30 am to noon, room 643, in the Founders Building. All registrants should have working knowledge of Windows software. To register, call Rossy Elliot at 4-1388.

Schwartz Center rounds

All MGH caregivers are invited to the Kenneth B. Schwartz Center Rounds Dec. 18, noon to 1 pm, in the Walcott Conference Room. This month's discussion is entitled "Breakdown in communication between patients and caregivers." Lunch will be served starting at 11:45 am. To register, call 4-6862.

Cancer Center programs

The MGH Cancer Center Patient and Family Support Program will present the following programs in the Cancer Resource Room, on Cox 1: "Lymphedema and Exercise," Dec. 15, 4:30 to 5:30 pm, and "Nutritional Side Effects of Chemotherapy," Dec. 17, 1 to 2 pm. Patients, families and staff are welcome. For information, call 4-1822.

Basic Medical Terminology

Basic Medical Terminology will be offered to MGH and Partners-affiliated employees this winter. Classes begin Jan. 28 and will meet Thursdays, 4:30 to 6:30 pm. The cost is $50, which includes tuition and book fees; and tuition reimbursement is available for eligible employees. Enrollment is limited, and tuition payment is required to guarantee a place. For registration materials and more information, call 4-3368 or 6-2230.

Pediatrics raffle and auction

The Pediatric Service is holding two events — a Beanie Baby raffle and a silent auction for a framed, autographed photo of Bobby Orr winning the 1970 Stanley Cup — to benefit Children and HealthCare Week activities. Both the raffle and the auction take place Dec. 22. For details on the Beanie Baby raffle, call Mary Lou Kelleher at 4-5720. To participate in the Bobby Orr photo auction, send bids (which begin at $150) along with name and phone number to John D'Angelo by fax at 4-0356 or to Kelleher by e-mail at *mkelleher@partners.org.*

Computer training

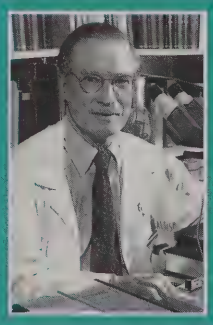
Partners Information Systems will continue to offer computer classes focusing on standard Partners software applications this winter at Learning and Diversity, Charles River Plaza, 185 Cambridge St. Schedules, course descriptions and registration forms are available at Partners Human Resource offices located on White 14, at 50 Blossom Court, on the seventh floor of CNY Building 149 and at Learning and Diversity; at *www.pbt.com/partners/;* or by calling (800) 315-0895.

Memorial service for David Winder

A memorial service will be held for David Winder — an MGH employee who worked in the Orthopædics Department for 30 years — Dec. 18, 2 pm, in the O'Keeffe Auditorium. Winder died in September after a long illness.

In Memoriam: Edward Peirson Richardson Jr., MD

Edward Peirson Richardson Jr., MD, former director of MGH Neuropathology, died at his home in Brookline Nov. 30 of lymphoma. He was 80 years old.



Richardson joined the MGH Neurology Department in 1949 and served as director of Neuropathology for 30 years. He also was director of the hospital's Neuropathology training program for 38 years, helping to shape some of the leading physicians in the field.

He was known for his work on Huntington's and Alzheimer's diseases and originally described several brain disorders, including progressive multifocal leukoencephalopathy.

A memorial service will be held Jan. 23, 2 pm at the First and Second Church, 66 Marlborough St. in Boston. For more information, call 6-5154.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; by e-mail to *Hotline@partners.org* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

December 18, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

'Tis the season — holiday spirit spreads throughout the MGH

MGHers were all smiles Dec. 14 as they enjoyed holiday snacks at the first of three hospitalwide holiday parties. Hosted by James J. Mongan, MD, president of the MGH, the party featured festive decorations and a three-piece band playing holiday favorites. Mongan hosted two other holiday fetes — for the late shift and at CNY Dec. 17.

***From left,** Bobbie Sweitzer, MD, and Stephen Small, MD, of Anesthesia, and Kingsley Chin, MD, of Orthopaedics. **Inset:** Mongan greets Carrie Coplin, left, and Dorothy Brown of Catering.*

A celebration of excellence

Applause echoed through the WACC Lobby Dec. 16 as more than 1,000 MGHers were recognized for their outstanding achievements at the third annual Partners in Excellence Award ceremony.

Samuel O. Thier, MD, president and CEO of Partners, congratulated the honorees, whose hard work has contributed to the success of the Partners system. "We celebrate you and say thank you for all you have done," he said.

Along with Thier, James J. Mongan, MD, president of the MGH, and Jeff Davis, senior vice president for Human Resources, expressed their gratitude to this year's MGH recipients, who included 123 individuals, 43 teams and eight Partners network teams. All awardees were nominated by colleagues and then selected from a record number of candidates.

At the ceremony, each individual recipient and team leader received a personal thank you and handshake from leadership as they accepted their pin and certificate of excellence.

(Continued on Page 2)

Santa makes a special delivery

Santa Claus and his elves took a break from their workshop at the North Pole to deliver presents to young MGH patients and their families at the Pediatric Hematology/Oncology holiday party Dec. 13.

Each child received a toy, a grab bag filled with goodies and a photo to remember their visit with Santa. The event featured raffle prizes, including grocery store certificates for holiday meals and a Christmas tree with all the trimmings. The party was topped by a Friendly's make-your-own-sundae booth.

The annual event is sponsored by the parents of Mark Forti, who established The Mark Forti Leukemia Fund in memory of their 9-year-old son who died in 1991. The fund assists families of young oncology patients at the MGH, helping defray such costs as housing and transportation or providing items like toys and concert tickets to lift a child's spirit during his or her illness.

Patient Cameron Forgitano, 5, tells his Christmas wishes to Santa Claus (Howard Weinstein, MD, of Pediatrics), who is accompanied by twin elves, Aaron and Rebecca Weinstein, 4.

MGH participates in breast cancer study

The MGH is participating in a major national study of breast cancer prevention. The study, coordinated in this region by the Dana-Farber Cancer Institute, will compare the ability of two drugs — tamoxifen and raloxifene — to prevent breast cancer in healthy women at high risk for the disease. Dubbed the STAR trial, for "Study of Tamoxifen and Raloxifene," the study seeks to enroll 22,000 postmenopausal women over the next five years at 193 "core" sites across the United States, Canada and Puerto Rico.

The trial comes as a follow-up to a study that recently found regular use of tamoxifen reduced breast cancer rates by nearly 50 percent in women at risk for the disease. Like that study, the new trial is being organized by the Pittsburgh-based National Surgical Adjuvant Breast and Bowel Project, with support from the National Cancer Institute.

Raloxifene is a drug that is chemically similar to tamoxifen and has received Food and Drug Administration approval for use against osteoporosis. In the osteoporosis study, it decreased the risk of breast cancer as well. Both tamoxifen and raloxifene have side effects, including blood clots and endometrial cancer, so study participants must be considered carefully.

To be eligible for the study, women must be postmenopausal and have no personal history of breast cancer. They must, however, be at increased risk for breast cancer based on a consideration of their family history and other risk factors. The women participating in the study will be assigned randomly to take either tamoxifen or raloxifene every day for five years (they won't be told which drug they're taking). They will receive medical follow-up, including mammogram and gynecological exams, for seven years to assess the benefits (whether breast cancer incidence is decreased) and risks (rate of side effects).

The principal investigator for the study at the MGH is Barbara Smith, MD, PhD, of the MGH Gillette Center for Women's Cancers. BWH and 12 other New England-area hospitals and health centers are participating with Dana-Farber in the study.

The trial is scheduled to begin early in 1999. For more information about the study or to enroll, call 4-4800. ●

MGH Echocardiography Lab receives accreditation

Cardiovascular disease is the leading cause of death in the United States, costing society more than $83.7 billion each year in health services, medications and disability compensation.

To help detect and manage many types of heart disease, echocardiography has become one of the standard diagnostic tools in cardiology. Echocardiography is a complex imaging technique that noninvasively records the position and motion of the heart walls and internal structures — such as valves — with sound waves.

The Intersocietal Commission for the Accreditation of Echocardiography Laboratories has developed an accreditation program to evaluate the quality of echocardiography labs across the country and recently accredited the MGH Echocardiography Lab. The lab is the first and only lab in New England to be recog by the commission for its high-quality diagnostic testing and patient care for both adult and pediatric patients.

"We are very excited to receive this accreditation after a very extensive review process," says Michael Picard, MD, clinical director of the MGH Echocardiography Lab. "This award is a tribute to all members of our operation and reaffirms our efforts to provide high-quality diagnostic information that affects patient care."

— Partners In Excellence Awards

(Continued from Page 1)

In addition to saluting the winners, Thier listed some of the significant accomplishments that have resulted from employees working together throughout Partners, including the recognition it receives each year as a national leader in health care. He noted that once again this year, *US News and World Report* ranked the MGH and BWH in the top 10 hospitals in the country and Spaulding, McLean and Dana-Farber among the best within their specialties.

The ceremony concluded with a video presentation, which not only highlighted several Partners achievements, but also inspired laughter with an ending that featured the dancing talents of employees throughout the system.

From left, John Couris, Mongan, Patricia Marotta and Thier. Couris and Marotta accepted a Partners in Excellence Award on behalf of the ACC Radiology Service Metrics team.

Partners extends its special thanks to all those at the MGH who helped make the Partners in Excellence Award ceremony a success this year. Departments who provided assistance include: Dietetics, Buildings & Grounds, Police and Security, Environmental Services and Engineering.

If the forecast calls for stormy weather ...

As the winter season approaches, New Englanders can expect some rough weather ahead, from blustery winds and blizzards to ice and freezing rain. As part of the MGH's preparation for weather emergencies, employees are encouraged to review the hospital's Severe Weather Conditions Policy.

The policy stipulates that employees who come to work during storms will get paid for hours worked; employees who do not come to work will be charged earned time. If employees are dismissed by a supervisor once they have arrived, they will be paid for the remainder of the shift.

Supervisors have discretion in staffing during a storm but should have a plan in place for their unit to remain open. If a supervisor wishes to close a unit, he or she first must get approval from the appropriate vice president.

As a 24-hour, 365-days-a-year operation, the MGH must provide services to patients during even the worst of storms. Many hospital areas — including the Emergency Department and the OR, inpatient units and support departments such as Dietetics, Telecommunications and Materials Management — always remain open and may require additional staffing during disasters. It is a good idea for supervisors to check whether such areas need extra help before they send their own employees home.

From time to time, such as in cases of severe blizzards, the pay policy has been adjusted to reward employees who come to work. This change is at the sole discretion of James J. Mongan, MD, president of the MGH.

Jeff Davis, senior vice president for Human Resources, reminds employees to reserve earned time for those stormy days when it's most judicious to stay at home. "We always encourage employees to use their best judgment during severe weather and want them to consider their personal safety when travel conditions are poor," he says.

For procedure updates during tumultuous weather, employees are encouraged to call the MGH Weather Line at 4-5100. For more information about MGH's weather policy, employees should contact their supervisors.

MGH to open Blum Patient and Family Learning Center

Patients will soon have a new source of information about illness and treatment options at the MGH. Through the generosity of two patients, the MGH is establishing the Maxwell and Eleanor Blum Patient and Family Learning Center. It is scheduled to open in February in the area of the former trustees' room, behind the stairs in the Main Corridor.

Patients will be able to browse through books, articles, pamphlets and videos and use computers to access information from CD-ROMs and the Internet. The library will have information about 52 different medical specialties, from burns to diabetes to women's health.

"In this era of managed care, we are more committed than ever to ensuring that our patients are informed," says Sally Millar, RN, the center's director. "We will encourage patients and their families to use the resources in the center in a proactive fashion, so they are able to make the best decisions possible about their care."

The Blums, both patients of primary care physician Christopher Coley, MD, generously contributed $1 million for renovation and operating costs.

"I thought it was a good idea," Maxwell Blum says. "It just seemed to us that this was the type of contribution that we would like to make to the hospital."

The learning center will be staffed by patient education specialist Taryn Pittman, RN, and health information librarian Michael O'Connor, along with volunteers who will assist patients.

Patients have long asked for this type of resource, Millar says. "I think the educated consumer is a better consumer," she says. "It's a good idea for patients to learn as much as they can about treatment options."

From left, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Christopher Coley, MD, of Medicine; Eleanor and Maxwell Blum; Sally Millar, RN, director of the Blum Center; and Michael O'Connor and Taryn Pittman, RN, also of the Blum Center.

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MGH HOTLINE

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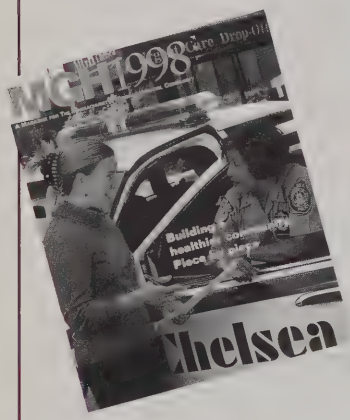
WHAT'S HAPPENING

MGH1998 has arrived

The fall issue of the *MGH1998* magazine is being distributed to the MGH community this week. Copies will be available at the main information desks throughout the hospital. For additional copies, call the Public Affairs Office at 6-2206.



Advanced Cardiac Life Support

MGH Emergency Services will continue to offer Advanced Cardiac Life Support Provider courses next year. Classes meet on the following days: Jan. 8 and 11; Feb. 12 and 22; May 7 and May 17; August 13 and 16; Sept. 10 and 20; and Nov. 12 and 15. A reduced tuition rate of $120 is available to MGH and HMS-affiliated employees. For others, the cost is $170. To request an application form, call 6-3905.

Cancer Center programs

The MGH Cancer Center Patient and Family Support Program will present "Parenting in Challenging Times" Dec. 22, 11 am to noon, in the Cancer Resource Room, on Cox 1. Patients, families and staff are welcome. For information, call 4-1822.

PeopleSoft training

PeopleSoft online requisition training courses will be offered Jan. 5 to March 30. The classes meet Tuesdays, 8:30 am to noon, Founders room 643. All registrants should have working knowledge of Windows software. To register, call Rossy Elliot at 4-1388.

Clinical investigation course

The Clinical Research Program and the GCRC will offer "Introduction to Clinical Investigation," a course designed for physicians, scientists, nurses and others interested in clinical research. The course will meet Tuesdays, Jan. 12 to March 2, 5 to 6 pm, in the Bigelow Amphitheater, White 4. To register, visit *www.crnet.mgh.harvard.edu,* or for more information, call 6-1669.

Don't miss the boat

MGHers from the South Shore who travel to work by boat can save on their commuting costs beginning Jan. 1 when the MGH/Partners MBTA Pass Program begins offering a subsidized Hingham-to-Boston commuter boat pass. MGHers can buy the pass for $124 per month — a 10 percent discount off the regular MBTA price. The pass will be available through payroll deduction as are the other 14 passes in the T-pass program. Like all employees who purchase T passes for at least 12 consecutive months, those who purchase the boat pass will be eligible for reduced car insurance rates. To sign up for the boat pass, visit any one of the following locations: the Payroll Office on Clinics 1; the Parking and Commuter Services booth in front of the Outpatient Pharmacy; the MGH Parking Office in the Fruit Street Garage: or the security desk at CNY Building 149. For more information, call Cheryl Lyman at 4-2819.

Outpatient testing new hours

The outpatient testing services located on WACC 221 will begin their new hours Jan 5. The Blood Drawing Lab and Specimen Collection Service now will operate Mondays and Fridays, 6:30 am to 5:30 pm, and Tuesdays, Wednesdays and Thursdays, 6:30 am to 7 pm. In addition, the ECG Service now will be open Mondays and Fridays, 8 am to 4 pm, and Tuesdays, Wednesdays and Thursdays, 8 am to 7 pm. For more information, call 4-2107.

Medical records coding classes

Partners and Northeastern University have been working to develop a new cluster of medical records coding-related courses. Classes will include ICD-9-CM and CPT-4, medical terminology, anatomy and physiology (with lab) and pathophysiology. Several classes begin in January. For information, contact Tamara Boseman of Partners Training at 6-2230 or Annalee Collins from Northeastern at (617) 373-2525.

MGH American Express Travel

The American Express Travel Office at the MGH will be closed for the holidays Dec. 25. Next year the office will be closed on the following days: New Year's Day, Jan. 1; Martin Luther King Day, Jan 18; Presidents' Day, Feb. 15; Patriots' Day, April 19; Memorial Day, May 31; Christmas, Dec. 24 and 25; and New Year's Eve, Dec. 31. To learn more about the travel office's services, meet travel agents as well as enjoy a few refreshments, stop by its open house Dec. 30, 3 to 5 pm in Clinics 1. For more information, call 6-8167.

Hotline takes a holiday

Hotline will not be published the first week of January. The holiday issue will be out Dec. 28. The following issue will be Jan. 8.

Correction

In last week's *Hotline,* the title for Dan Ginsburg of the Massachusetts General Physicians Organization (MGPO), was incorrect. His correct title is president and chief operating officer.

MASSACHUSETTS GENERAL HOSPITAL

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December 28, 1998

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Home for the holidays

Lindsey Beggan is very familiar with the MGH. The 10 year old has been in and out of the hospital for months to receive chemotherapy to treat the Ewing's sarcoma she was diagnosed with last April. Lindsey and her parents, Melinda and Paul, were relieved to hear she would be discharged Dec. 11, in time to enjoy the holidays with her parents and three younger sisters.

Lindsey first saw signs that something was wrong in 1997 when she kept getting shooting pains in her side while playing soccer. She couldn't run well and felt weak. A checkup by her primary care physician found nothing wrong. It wasn't until the following year that Lindsey felt a bump on her side. Another trip to the doctor and an x-ray revealed a mass on one of her ribs.

She subsequently was referred to the MGH where her physicians found that the cancerous tumor had caused extensive damage to her ribs. Lindsey's oncologist, Howard Weinstein, MD, chief of the MGH Pediatric Hematology/Oncology Unit, recommended

(*Continued on Page 3)*

Santa Claus, a.k.a. Howard Weinstein, MD, and Lindsey Beggan

A magical land of gingerbread and gumdrops

To visit a magical land where the trees are made from gumdrops and grass from icing, where the lamp posts are made of chocolate and the walkways are cobbled with fruit jellies and taffy, MGHers need only take a trip to Founders 4 where an eight-foot edible carnival scene is on display.

This elaborate and finely detailed gingerbread scene, called "Meet Me at the Fair," recently was purchased by the MGH Vincent Obstetrics and Gynecology Service and soon will be moved to Vincent 1.

The confectionery gem is constructed from more than 300 pounds of gingerbread, 25 pounds of sugar, 40 pounds of marzipan, 20 colors of icing and hundreds of soft and hard candies. Its architects — instructors at the Cambridge School of Culinary Arts — are Jan Schiff, wife of Isaac Schiff, MD, chief of the Vincent, and Debra Steinfeld. The duo worked for five weeks, a total of more than 500 hours, to design and build the display.

The carnival scene features a moving carousel with six horses, a turning Ferris wheel made from swizzle sticks and an arcade with fruit stands and game booths, such as the penny toss. The landscape includes grass made from five shades of green icing, 24-inch gumdrop pine trees, a candy-coated footbridge and a pond with swan boats. More than 60 marzipan bears bring the scene to life, selling fresh produce, baking bread, knitting, napping and even getting into mischief with a little too much wine and cheese.

The masterpiece made its debut at the Anthony Spinazzola Foundation's annual gingerbread contest held at the World Trade Center to benefit the homeless. "Meet Me at the Fair" won several awards, including Best of Show and Kid's Choice.

MGHers do double duty as Santa Claus

Patients of the MGH health centers and clients of the MGH HAVEN (Hospitals Helping Abuse and Violence End Now) program will get a big surprise this Christmas from MGHers who have donated presents for the holidays. Patient Care Services and other MGH employees joined with the MGH Charlestown, Chelsea and Revere health centers and HAVEN program to deliver presents to families in need. ●

From left, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; Deborah Washington, RN, director of Diversity for Patient Care Services, who spearheaded the project; Thomas Sterne, MD, medical director of the MGH•Chelsea HealthCare Center; Karen Murphy-Lind, RN, of the MGH•Charlestown HealthCare Center; Roger Pasinski, MD, medical director of the MGH•Revere HealthCare Center; and Bonnie Zimmer, director of the HAVEN program.

Celebrating diverse holidays

The MGH Patient Care Services' Diversity Steering Committee hosted a celebration of holiday traditions Dec. 17, throughout the Main Corridor. The event featured live music, artwork and information tables about holidays such as Kwanzaa, Ramadan and Hanukkah.

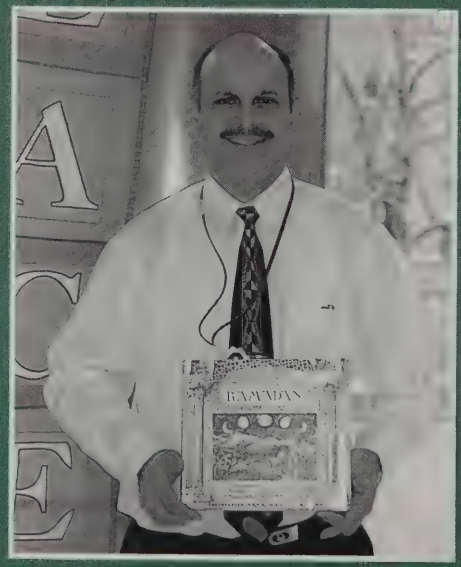
Hanukkah

Rabbi Abraham Halbfinger, of the MGH Chaplaincy, lights a menorah for the Hanukkah service held in the Chapel. Hanukkah is an eight-day festival of lights that recognizes Jerusalem's liberation from the Greeks.

Kwanzaa

Gary Collymore, RRT, of MGH Respiratory Care, hosts an information table about Kwanzaa, the African-American holiday, which intertwines African traditions with American customs. Celebrated from Dec. 26 to Jan. 1, Kwanzaa honors the principles of unity, self-determination, collective work and responsibility, cooperative economics, purpose, creativity and faith.

Ramadan



Firdosh Pathan, RPh, of the MGH Pharmacy, offers information about Ramadan, the holiest time for Muslims. Starting Dec. 20 and ending Jan. 18, Ramadan is a special time of intensive worship, reading of the Koran, giving to charity, doing good deeds and purifying one's behavior. The end of Ramadan is marked with a celebration called Eid-ul-Fitr (the Festival of Fast-Breaking).

— Home for the holidays

(Continued from Page 1)

chemotherapy to shrink the tumor before surgery was attempted. "Lindsey's courage and positive outlook have enabled her to receive months of intensive chemotherapy without missing a beat at school and in her extracurricular activities," says Weinstein.

Not much slows Lindsey down — not even having five ribs removed in August. Only three weeks after the major surgery, this star athlete was playing again on her town's soccer team. Her surgeon, Jay Schnitzer, MD, PhD, placed a Gortex mesh around the area where her ribs were removed to keep the area protected as she grows.

The Beggan family has been very pleased with the support they have received from MGH staff, not only in the care given to Lindsey at the hospital but also in the coordination with the home health nurses and other support services.

Within two weeks of her diagnosis, MGH nurses visited Lindsey's school to talk with the students about what to expect in her treatment and recovery. The MGH's Physical Therapy Department also custom-made a plastic-covered pad for Lindsey to wear around her rib cage while playing sports to protect the sensitive area.

"Everyone at the MGH has been unbelievable," says Paul Beggan. "Her doctors have always answered any questions we have had. They have taken a team approach to her care, and we have really gotten to know everyone on her health care team. I have 100 percent confidence in what they do."

With the help of her health care team, Lindsey has been able to juggle treatments with her normal activities, which include a variety of sports, school and town events, maintaining her straight-A grade average and a special trip with her family to see the Boston Ballet's "Nutcracker" performance.

Lindsey also has received support from her friends, her school and her hometown of Medfield. A committee of Medfield residents has given extra support to the Beggans, such as lawn care, trash pickup, house cleaning services, meal deliveries and monetary donations that particularly have been helpful during the holiday season.

According to Lindsey's mother, the support that the whole family has received has allowed them to continue to lead as normal a life as possible during her daughter's illness. "Everyone has been so incredible," says Melinda Beggan. "We wouldn't have been able to get through this without everyone's generosity and support." ●

Sleigh overflows with the holiday spirit

Sue Hormon and her helper Gloria Meharg brought a full sleigh of presents to the MGH Dec.16, treating youngsters to a holiday party that included toys, food and a visit from Santa Claus.

For the third consecutive year, Hormon has hosted holiday festivities for MGH pediatric patients. This year, in addition to giving each child a gift, she brought new items for the Child Life playrooms, donating a new foosball set, a doll house, board games, videos, Play-Doh clay and bubble-blowing supplies.

Hormon began her tradition of gift giving to the MGH soon after her 18-year-old daughter, Kimberly, died of cancer at the hospital. Wanting to give back to the MGH and help comfort pediatric patients and families, she began raising money, first by holding a yard sale, which made $600. Hormon's cause attracted many supporters and soon became the fundraising effort known as Angels Above.

Hormon's holiday spirit graces the MGH year round as she brings truckloads of gifts several times a year — items that bring a little cheer to children's hospital experiences. ●

Horman, right, and Meharg

Holiday Song Fest

Hats raise money for breast cancer

More than 700 handmade hats, turbans and scarves currently decorating trees around the women's cancer areas at the MGH are helping fight the battle against breast cancer. Recently Fabric Place held a benefit in which its local stores donated fabric and materials for customers to make hats. For each item made, it gave $5 to the Friends Fighting Breast Cancer, an all-volunteer organization that raises money for breast cancer research at the MGH.

The hats, turbans and scarves — now on display in the Cancer Resource Center, Ellison 14, the Infusion Unit and Radiation Oncology — will be donated to MGH chemotherapy and radiation patients.

Admiring the hat tree are from left: Diane Issacson, of Fabric Place; Janet Connolly O'Neill and Fran Gilardi, co-chairs of the Friends Fighting Breast Cancer; and Debbie Essig, MSW, LICSW, co-director of the Cancer Resource Room, MGH Cancer Center.

Spreading holiday spirit through song

MGHers, patients and visitors couldn't help but feel the holiday spirit as they passed through the Central Lobby Dec. 17 as carolers sang holiday songs. Employees and passersby joined together to spread good cheer with favorites such as "Deck the Halls," "Jingle Bells" and "Silent Night."

A special delivery from the Ritz

Santa Claus, on a visit Dec.18 with friends from the Ritz-Carlton, Boston, brings a stuffed bear to MGH patient Jennifer Zuluaga, 4 ½ months, and her mother Denys. Keeping with its holiday tradition, the Ritz asked guests at its annual holiday luncheon to donate stuffed toys to children at the MGH and sent hotel representatives, along with Santa, to deliver gifts to patients on Ellison 17, 18 and the PICU.

"May I Help You?" program expands

Mary Cunningham, director of the MGH Performance Improvement Program, recently passed a man in a wheelchair in the hallway while she was rushing to a meeting. She could tell he was struggling to get to his destination while balancing a tray of food in his lap. Even though she was late for her meeting and was carrying a heavy armful of reports, Cunningham turned around to help the patient.

Cunningham usually helps patients and visitors, but there was an additional reason that made her stop to help when the situation wasn't convenient — she was wearing the "May I Help You?" ribbon.

Since October, Cunningham and a small group of MGHers have been wearing blue ribbons and stopping to help patients and visitors find their way. The "May I Help You?" on their ribbons has helped distinguish these employees as a resource to those unfamiliar with the vast expanse of hospital corridors, offices and patient areas.

"The experience brought home to me that the campaign is not a selective program that you only participate in when it is convenient," says Cunningham. "Even though pushing his wheelchair with my arms full wasn't the easiest thing to do, it was important as a representative of this hospital to reach out to a patient in need."

The program now is expanding to include all MGH employees who would like to participate in the hospitalwide customer service initiative. Based on feedback from the pilot program, the blue ribbons have changed to tags to look more professional.

"Wearing the ribbon helped people be more aware of their role as a representative of the hospital," says Diane Hanscom, program coordinator. "The pilot program was successful in that many of the employees reported a change in their behavior, not only toward patients and visitors but also to fellow employees." Hanscom added that the program idea evolved from a similar program at BWH but has been specifically designed for the MGH community. The program is a joint effort between the MGH and the Massachusetts General Physicians Organization.

"It's the little things that often count," says Britain Nicholson, MD, chief medical officer. "Giving directions or even stopping to ask bewildered visitors if they need help can make a tremendous difference."

Individual employees or entire departments can sign up to participate in the "May I Help You?" program by calling Hanscom at 4-0203. ●

1998 MGH Warren Triennial Prize award

The MGH Executive Committee on Research has selected two recipients of the 1998 Warren Triennial Prize medal. The award is meant to recognize scientists who are outstanding in the fields of physiology, surgery or pathological anatomy. Paul Zamecnik, MD, MGH Department of Medicine, is recognized for his contributions to the study of antisense oligonucleotides. This is the third time Zamecnik has received this award.

The co-recipient of the award is Christiane Nusslein-Volhard, MD, from Max-Planck Institut für Entwicklungbiologie in Germany. A Nobel prize winner, Nusslein-Volhard is recognized for her research in developmental genetics.

First presented in 1871, the MGH Warren Triennial Prize was founded by J. Mason Warren in memory of his father, John Warren, MD, who was co-founder of the MGH and its first surgeon. The recipients will be honored at a special ceremony in 1999.

United Way campaign comes to an end

The last day for submission of United Way pledge cards is Dec. 31. According to Joan Quinlan, director of MGH Community Benefits and chair of the 1998 United Way campaign, $122,769 has been raised so far. More than 70 raffle prizes have been given to employees who have turned in pledge cards. Among the winners are: Amy Szeto, of Linen Services, who won five earned time days; Patricia Robinson, of MGH•Revere HealthCare Center, who won a pool party at the Holiday Inn; Florence Willis, of Radiology, who won one month's worth of valet parking; and Karen Austin, of Environmental Services, who won a gift certificate to Legal Seafoods restaurant.

For more information about the United Way campaign, call 4-6424. ●

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A father watches over his injured daughter at Hospital Escuela in Tegucigalpa, Honduras.

MGHers help in hurricane relief

Thomas Durant, MD, assistant general director of MGH; Ed Wyman, MD, of MGH Orthopædics, and Paula Buick, RN, of Partners, recently joined other clinicians from the Boston area in Honduras to help victims of Hurricane Mitch.

The MGHers visited local hospitals and health centers in the capital city of Tegucigalpa and other villages further south on the Pacific coast affected by the hurricane. The group helped with the distribution of supplies, consulted with other clinicians about the care of local residents and tried to determine the medical needs for future help from Boston-area hospitals.

"The work to be done there is immense," says Buick. "The people of Honduras need every bit of help. We met terrific people there — orthopædic surgeons, pediatricians, neonatologists, obstetricians, other clinicians and volunteers — all working in extremely poor conditions with a great deal of dignity and humanity."

Further relief plans are under way. For more information or to volunteer, call Buick at 4-2216.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or Emily Carr, associate editor, at 4-5627; by fax to 6-7475; or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

WHAT'S HAPPENING

New public parking rates
Public parking rates in the MGH front garages will increase by $1 starting Jan. 1. This will affect the reduced rate parking program as well. The new rates are: 0 to 1 hours, $4; 1 to 2 hours, $5; 2 to 3 hours, $6; 3 to 24 hours, $6 with validation. For more information, call 4-3786.

Education series about complementary medicine
The third in a series of educational programs about complementary medicine called "Nutritional Supplements and Herbal Remedies: Help or Hype?" will take place Jan. 6, noon to 1 pm in the Wellman Conference Room. A buffet lunch will be provided starting at 11:45 am. Guest speakers are Susan Cummings, MS, RD, of MGH Nutrition Service and Andrew Nierenberg, MD, of MGH Department of Psychiatry. Sponsored by the Kenneth B. Schwartz Center and the MGH Women's Health Associates, the series provides MGH clinicians an opportunity to learn more about complementary medicine approaches that can be incorporated into patient care. To register, call 4-5001, then enter 1364479.

Shuttle bus holiday schedule
The Partners shuttle bus service will not run Jan. 1 because of the New Year's holiday. Regular service is scheduled for Dec. 31. For more information, call Partners Transportation Services at 6-2250, then press "2" for a customer service representative.

Bruins greet MGH patients

Boston Bruins hockey players found plenty of young fans at the MGH Dec. 18 when they left their icy home at the nearby Fleet Center to wish a happy holiday to patients like Nicholas Kleimola, 18. Team members (from left) Steve Heinze, Kyle McLaren and Sergei Samsonov greeted patients in their rooms, signed autographs and posed for a photo with each patient.

The next issue of *Hotline* will be published Jan. 8.

HAPPY HOLIDAYS!